ARMY RESERVE MAGAZINE

VOLUME 49, NUMBER 4

THE FUTURE OF THE ARMY RESERVE

Army Reserve Transformation

Update on Operation Iraqi Freedom

Training for the War on Terrorism

ARMY RESERVE MAGAZINE

Since 1954.

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ON THE COVER

Chief Warrant Officer Daniel Benke, a Chinook pilot with A Company, 5/159 Aviation, an Army Reserve unit from Ft. Lewis, Wash., checks one of the rotors atop his CH-47 Chinook helicopter on the ground in Iraq.

(PHOTO: SGT. 1ST CLASS KELLY C. LUSTER, PUBLIC AFFAIRS NCO, 354TH MPAD)

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Army Reserve Soldiers from the 487th Engineer Detachment, Garden City, Kan. The 487th is made up of Soldiers from three separate Army Reserve units now serving in support of Operation Iraqi Freedom.

(PHOTO: SGT. 1ST CLASS KELLY C. LUSTER, PUBLIC AFFAIRS NCO, 354TH MPAD)

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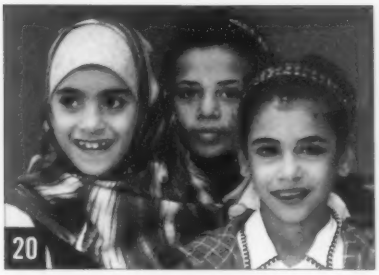

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SUBMISSIONS · *Army Reserve Magazine* invites articles, story ideas, photographs and other material of interest to members of the U.S. Army Reserve. Manuscripts and other correspondence for the editor should be addressed to Commander, U.S. Army Reserve Command, Attn: Public Affairs (ARM), 1401 Deshler Street, SW, Fort McPherson, GA 30330-2000, telephone (404) 464-8500 or dsn 367-8500. All email submissions should go to usarmag@usarc-emh2.army.mil. All articles ***must*** be submitted electronically or on disk or CD. Unsolicited manuscripts and photographs will not be returned. Query by letter.

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U.S. ARMY

News Briefs

MOBILIZED ARMY RESERVE OFFICERS NOW COMPETITIVE FOR PROMOTION

In a memorandum dated December 17, 2003, signed by Assistant Secretary of the Army for Manpower and Army Reserve Affairs Reginald J. Brown, mobilized Army Reserve officers can now be promoted immediately instead of waiting until they come home.

This new policy applies to all Reserve Component commissioned officers on the reserve-active status list who are mobilized and who are on an approved mandatory selection board list. It does not apply to mobilized officers selected for promotion by a position vacancy board or to non-mobilized Reserve Component officers. Also, because current regulations allow for promotion of officers in the Judge Advocate General's Corps, Chaplain's Corps, Medical Corps and Dental Corps without regard to holding a position of higher grade, this policy does not apply to these specialty branches.

Previously, with the exception of a few select branch officers, Army Reserve Component officers who were selected for promotion had to wait until a slot opened up in the next higher grade before they could "pin on" that higher grade. Under this policy, officers who had been selected by a promotion board and not mobilized had the advantage because they could seek, apply for and take higher-grade positions soon after being selected for the promotion.

Under the new policy, however, Army Reserve personnel managers may now project mobilized officers who have been selected for promotion into higher-grade vacancies in units near their home stations and then authorize those officers to pin on their new ranks while serving in their current positions. According to one of the officials who helped formulate the new policy, the new policy is all about equity and leveling the playing field for all Reserve Component officers.

The new policy also allows for deployed officers who are projected against a current higher-grade vacancy to be able to get paid for that higher grade while deployed. In addition, those officers will have up to six months (or 180 days) after being demobilized to take the new position or to find and take a position of equal rank. Those who do not take the new position or find a position of equal rank will be transferred into the Individual Ready Reserve at the higher grade.

For questions regarding this new policy, Troop Program Unit (TPU) Soldiers should contact their peacetime chain of command and work any issues through their supporting Regional Readiness Command G1. AGR, IMA and IRR Soldiers should contact their personnel management officer (PMO) at HRC-St. Louis.

ARMY RESERVE SOLDIERS RECEIVE UNLIMITED COMMISSARY BENEFITS

Effective immediately under H.R. 1588, the National Defense Authorization Act for Fiscal Year 2004, the following Army Reserve members and their dependents are permitted unlimited access to commissary stores:

- Members of the Ready Reserve (which includes members of the Selected Reserve and Individual Ready Reserve) and members of the Retired Reserve who possess a Uniformed Services Identification Card
- Former members eligible for retired pay at age 60 but who have not yet attained the age of 60 and who possess a Department of Defense Civilian Identification Card
- Dependents of the members described above who have a Uniformed Services Identification Card or who have a distinct identification card used as an authorization card for benefits and privileges administered by the Uniformed Services

"Instructions have gone out to all continental U.S. stores informing them that Army Reserve Soldiers now have unlimited shopping..."

According to Patrick Nixon, deputy director of the Defense Commissary Agency, "Instructions have gone out to all continental U.S. stores informing them that Army Reserve Soldiers now have unlimited shopping and telling store managers how to welcome members of the Army Reserve to the full use of the commissary benefit."

Previously, Army Reserve members were authorized only 24 commissary shopping days per calendar year. Now, Army Reserve members no longer will have to present a Commissary Privilege Card when they shop. For more information about the Defense Commissary Agency, see their Web site at **http://www.commissaries.com**.

ENHANCED TRICARE COVERAGE FOR ARMY RESERVE SOLDIERS AND THEIR FAMILIES

Also effective immediately under the National Defense Authorization Act for Fiscal Year 2004, Army Reserve Soldiers and their families will have improved access to DOD health care benefits, including:

- The ability to receive immediate medical and dental screening and care for selected Army Reserve Soldiers assigned to a unit that has been alerted or notified of mobilization

- TRICARE enrollment on a cost-share basis for non-mobilized Army Reserve Soldiers and their families where the service member is unemployed or his or her employer does not offer health insurance
- TRICARE coverage for mobilized Army Reserve Soldiers and their families to begin up to 90 days prior to the start of the Army Reserve Soldier's active duty. Previously, such coverage began only when the active duty period commenced.
- Extension of Soldiers' and their families' eligibility for transitional medical care to 180 days following the Soldiers' separation from active duty. Previously, the limit was 60 to 120 days depending upon the Soldier's years of service.

Further, the Comptroller General has been tasked with evaluating the needs of Army Reserve Soldiers and their families for acquiring and keeping coverage for health care benefits.

For more information, go to the TRICARE Web site, **http://tricare.osd.mil/reserve/index.cfm**, or call your TRICARE regional office:

Northeast	1-888-999-5195
Mid-Atlantic	1-800-931-9501
Southeast	1-800-444-5445
Gulf South	1-800-444-5445
Southwest	1-800-406-2832
Central	1-888-874-9378
Southern California	1-800-242-6788
Golden Gate	1-800-242-6788
Northwest	1-800-404-2042
Alaska	1-800-242-6788
Hawaii	1-800-242-6788

DEFENSE ELIGIBILITY ENROLLMENT REPORTING SYSTEM (DEERS)

Due to an extension of Army Reserve Soldiers on active duty in support of Operations Iraqi Freedom and Enduring Freedom, the Army estimates as many as 55,000 Soldiers will need new identification cards while still in the theater of operations. Limited access to system connectivity in these countries and a widely dispersed population that needs replacement ID cards make it necessary to expedite issuance of these cards, which convey benefits and privileges, as well as act as the Soldiers' Geneva Conventions Card.

In order to update DEERS, a Soldier's tour end-date must be updated in the component personnel information system.

In addition to the mobilized Soldiers affected by this problem, there are an estimated 95,000 family members who will require new ID cards and their eligibility for services and access to facilities to be updated in the Defense Enrollment Eligibility Reporting System (DEERS).

In order to update DEERS, a Soldier's tour end-date must be updated in the component personnel information system. Updating this information depends upon what type of extension the Soldier falls under:

- Reserve Component Soldiers on their **first or second year of mobilization** fall under 10 USC 12302 (24-month partial mobilization). Extension orders, once approved, are forwarded from the Army G-3 to various Army agencies to include Army Human Resources Command (AHRC) — Alexandria, Virginia
- Soldiers extended **beyond the two-year partial mobilization authority** are strictly voluntary and fall under 10 USC 12301(d). Once the individual extension is approved by the Secretary of the Army, the Army G-3 forwards it to the AHRC — St. Louis, Missouri

Once the new date is posted to DEERS, Soldiers and family members can get a new ID card at any DOD ID card issuance facility. Family members do not need the signature of the sponsor in order to get a new card as long as eligibility can be confirmed in the DEERS system. Family members can locate the nearest ID card issuing facility at the RAPIDS Site Locator Web page, **http://www.dmdc.osd.mil/rsl**.

If DEERS fails to reflect the extension, family members can call the Reserve Component Personnel Services Support Division (RC PSSD) for assistance at (703) 325-0083 or 325-1644 between the hours of 0800 and 2000 EST, Monday through Friday. For other DEERS issues, family members can call the DEERS/RAPIDS Project Office at (703) 325-2595 between the hours of 0800 and 1700 EST, Monday through Friday.

Once the new date is posted to DEERS, Soldiers and family members can get a new ID card at any DOD ID card issuance facility.

RESTRICTED MAIL POLICY

According to Col. Donald Kennedy, commander of 3rd Personnel Command, military and civilian personnel continue to place restricted items capable of destroying life and property into packages mailed home from Iraq. Consequences for sending restricted items can be severe, depending upon what was sent and whether damage was caused. This can include Uniform Code of Military Justice action that could permanently damage a military career and result in fines, a reduction in grade, or even imprisonment.

All parcels undergo an inspection by a mail clerk at the camp post office before being accepted for mailing. Postal patrons also must complete customs forms and declarations pertaining to the contents of parcels being mailed. In addition, parcels are subject to x-raying at several points en route to their destinations.

According to U.S. Central Command, U.S. Postal Service and Department of Defense policies, "any article, composition, or material is non-mailable if it can kill or injure another, or injure the mail or other property." Harmful matter includes, but is not limited to, poisons, poisonous animals, diseases, germs, explosives, flammables, infernal machines, chemicals, and other items that may ignite or explode.

Certain "war trophies," defined as "enemy weapons, ammunition, explosives or items of equipment," also are non-mailable. This includes live rounds, pistols, machine guns, weapons magazines, and anti-personnel mines. War trophies that clearly pose no health risk, such as flags, uniforms, photos, and medals that were captured or found abandoned and do not dishonor the dead or result in improper or illegal conduct can be mailed according to CENTCOM policy.

"[A]ny article, composition, or material is non-mailable if it can kill or injure another, or injure the mail or other property."

Cigarette lighters, aerosol cans, sand and/or soil from outside the United States, and pork products also are common examples of non-mailable items listed by CENTCOM. Others include bayonets, knives, sharp objects, and U.S. military equipment, including duffel/sea bags and rucksacks.

In addition, batteries now are discouraged from being sent. Last summer, several fires were thought to have been caused by batteries that exploded spontaneously in pallets of packages exposed to ambient temperatures of up to 140 degrees. Alcohol and pornography also are prohibited in the mail as they are illegal to possess in many countries in CENTCOM's area of responsibility.

PHOTO: UNKNOWN

Weapons and ammunition, such as these items seized by the military police during customs inspections, are examples of non-mailable "war trophies."

PHOTO: UNKNOWN

Alcohol is a non-mailable item since it is illegal to possess in many countries in CENTCOM's area of responsibility.

"If a Soldier has something that he or she is not sure is mailable, the Soldier should ask the clerk inspecting the packages at the APO (Army Post Office)," said Lt. Col. Robert Howard, director of Postal Operations for 3rd PERSCOM. "It's also a good idea to let folks back home know which items are prohibited. The risk of injury or worse is the same whether it's inbound or outbound mail."

REDIRECTING MAIL

3rd Personnel Command, which manages postal operations in theater, has issued mail guidance procedures to be followed by Soldiers, mail clerks and commanders to ensure that mail is properly channeled.

All redeploying Soldiers must complete and return two change of address cards (DA Form 3955), which can be obtained from unit mail clerks or through their S1 shops. One card should be given to the servicing mail clerk, while the other should go to the servicing Army Post Office (APO).

Soldiers also should notify all correspondents — family, friends, financial institutions, periodical mailers, etc. — to stop sending mail into theater at least 15 days (and preferably 30 days) prior to the Soldiers' projected move date when units move from base camps to

All redeploying Soldiers must complete and return two change of address cards (DA Form 3955), which can be obtained from unit mail clerks or through their S1 shops.

redeployment sites. Soldiers will not be able to receive mail at the deployment sites. However, postal services will be available to Soldiers to send mail.

Unit commanders should inform rear home station mail rooms to stop forwarding mail to the theater APO for deploying Soldiers and, instead, should hold mail until the Soldiers arrive home. Unit mail clerks in theater will provide the supporting theater APO with the unit's forwarding home address. If mail clerks receive mail for Soldiers already redeployed, they will forward it to the address on the Soldiers' change of address cards.

Mail will be forwarded for 60 days by either the APO or a forward mail clerk. After 60 days, the mail either will be returned to the sender or disposed of in accordance with the DOD Postal Manual.

Soldiers should mark parcels and letters containing non-valuable items "MPS" when mailing such items from theater before redeploying. However, it is important to keep in mind that there is no reimbursement for lost or damaged items marked "MPS." When mailing items of value, Soldiers should insure the items and/or use registered mail.

The maximum size and weight for mailing is 70 pounds, and 138 inches in combined length and girth. When mailing to an APO address, **do not** include the country name, such as Germany or Italy.

For additional questions on mail policy, Soldiers may contact any of the following:

- Their unit mail clerk
- Their servicing APO
- The 3rd PERSCOM, Postal Operations Directorate, DSN: 318-825-1208 AR

A Soldier at the Camp Arifjan, Kuwait, Army Post Office, run by 3rd Personnel Command down-trace units, helps a customer with a package.

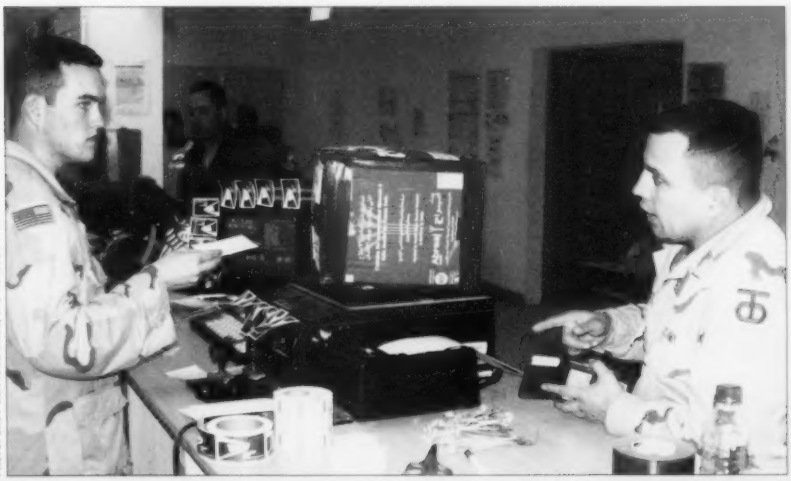


PHOTO: STAFF SGT. NATE ORME, 3RD PERSCOM PAO

TIPS FOR AVOIDING JOB CONFLICTS

Here is some information you should know and a summary of advice from Employer Support for the Guard and Reserve (ESGR) on how to keep the boss on your side. For more information, visit the ESGR Web site at http://www.esgr.com.

- Talk to your boss. No matter what your military assignment or specialty, tell your employer about it.
- Federal law. The more you, your boss, and your personnel office know about the federal laws and legal precedents that spell out Army Reserve reemployment rights, rules and obligations protected by the laws, the less chance there is for misunderstanding. The details of USERRA, which provides that an employer must give you time off to perform military service and reemploy you following the service with status, seniority and rate of pay as though you never left, can be found at the ESGR Web site.
- Schedules. Let your boss know as early as possible when you will be absent from work. When schedule changes occur, notify the employer as soon as you know about them.
- Scheduling. If you miss work while you perform military service, your employer is not obligated to reschedule you to make up the time lost. However, if employees who miss work for nonmilitary reasons are afforded opportunities to make up the time lost, you must be treated in the same manner. Further, you cannot be required to find a replacement worker for the shift(s) you will miss as a condition of being given the time off by your employer to perform military service.
- Vacation and Accruals. Federal law allows you the option to use earned vacation while performing military service, but you cannot be required to do so. Further, your employer is not required to provide for vacation accrual while you are absent from work performing military service unless accrual is permitted for employees on nonmilitary leaves of absence of similar length.
- Pay. Although some private and many government employers provide full or partial civilian pay to employees absent on military duty — usually for a limited period of time — the law requires only an unpaid leave of absence.
- Reward the Boss for Supporting Your Service. The DOD will send your boss — through a unit commander — a personally prepared certificate of appreciation if you just apply for it. In addition, each ESGR Committee (one in each state, the District of Columbia, Guam, Puerto Rico, and the Virgin Islands) presents plaques to their six most supportive employers each year. Applications can be obtained from your unit ESGR representative, any member of your ESGR Committee, the ESGR Web site, or by calling ESGR directly at 1-800-336-4590.

Army Reserve TRANSFORMATION

Excerpted Remarks of Lt. Gen. James R. Helmly, Chief, Army Reserve, Before The Reserve Officers Association (ROA) January 17, 2004

Let me begin, if I may, with a simple reminder. We meet during a time of war. And, just as all wars in the past have been different, this war also is different. For many Americans, that fact can be difficult to grasp because the nature of war has a way of insulating us from the dangers and severities of war. This becomes even truer as we move further from the events of September 11. However, the fact remains that our Army is at war for a nation at war. And it is a grave moment in our history.

So when we deal with issues such as recruitment, retention, training, the role and mission of the Army Reserve and whether they are ready or not, and how we can improve that readiness, we have a solemn responsibility to remember that our primary concern is with the security of our nation. It is an irrevocable responsibility that we, as officers, must accept and that we confirmed when we took our oaths of commission.

Further, we don't exist to be in reserve. We exist to serve. And we need to change our institutional processes and policies to ensure that our organization continues to serve our nation. We need to change from a force in reserve to an inactive duty force that is called to active duty. Not frequently and not forever, and not simply as a substitute for active component Soldiers, but rather as a complement to their tremendous skills in service to our nation.

"...the fact remains that our Army is at war for a nation at war."

We are all part of a joint team. And the sum of our parts always will be much greater than our individual parts. That's the power we bring to the battlefield today. And the Army Reserve is an integral part of that.

Now, the facts are that, throughout much of our existence, we have set certain expectations for ourselves. Originally, one of those expectations was that we were a force in reserve, we probably would not be called and, if we were called, it would not be for that long. However, that is not the nature of the world we live in today. And one of the things we have got to start dealing with is the world as it is and not as we would like it to be.

"...we need to focus on learning to perform our technical skills within an environment of close combat that is lethal, dangerous and volatile, and promises to remain that way."

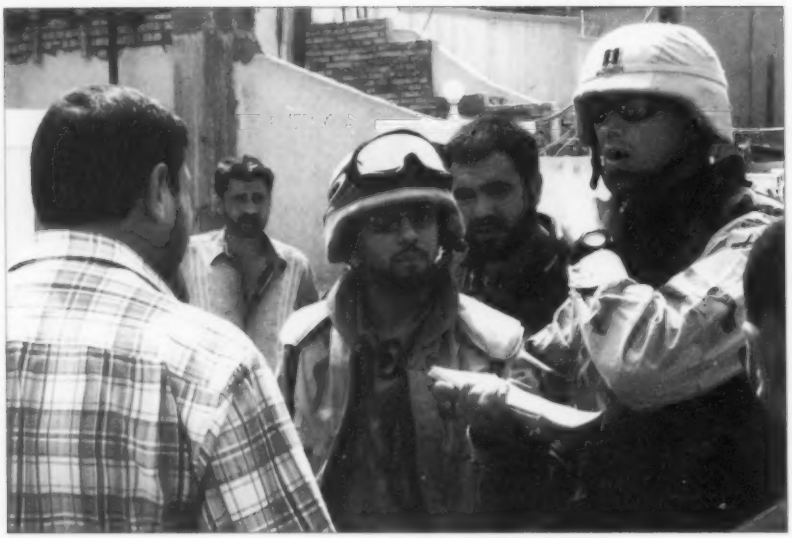
Starting back in 1996, we began mobilizing Soldiers in the Army Reserve at the rate of about 9,300 per year. We did not feel enough stress to make fundamental changes in how we organized the force, manned the force, trained the force, or prepared it for operational missions. Then September 11th arrived and everything changed.

Now it is not enough to talk about our technical skills, and how we do technical training. Instead, we need to focus on learning to perform our technical skills within an environment of close combat that is lethal, dangerous and volatile, and promises to remain that way. We need to recognize that there are no secure areas. We are fighting an enemy who wishes to kill Americans, and the only way we prevent that is by killing or capturing them.

MOBILIZATION

Mobilization is two things — a physical process and a legal status. The physical process is under our control, and it is our responsibility as members and leaders within the Army Reserve to prepare for any legal change in status. It is our President's and our superior's decision when to bring us to duty.

It is our responsibility not only to mobilize our forces, but to accomplish our mission. That means that, prior to any status change, we need to prepare ourselves by training, equipping, manning, sustaining and leading our force in a changed manner.



Mobilization was designed to produce mass over time. However, in the past, we were over-structured and under-manned. We intend to lower that force structure drastically. We've already announced units that will be inactivated in fiscal years 2004 and 2005, and we are going to speed up those inactivations scheduled for 2006. We will inactivate units and general officers in commands as we streamline the force, and reclassify and retrain Soldiers. We will not offer early retirement and early outs.

We will organize all of our units at full authorization. And we will man them with trained and ready Soldiers at between 90–100% fill by establishing an individuals account called a Transients, Trainees, Holdees and Students (TTHS) account. Via the TTHS account, you may stay physically in the same organization, but we will account for you whether you are in school or at a training base. And we will refill your slot. It is not our intent to offer early retirement and early outs. The challenge will be to figure out what to do when Soldiers come back trained.

"To make the force more professionally capable, I have in mind to provide such things as advanced civil schooling for civil affairs Soldiers, creating stronger ties between civilian occupations and the reserve status of civil affairs Soldiers."

IMPLICATIONS FOR RESERVE COMPONENTS

To make the force more professionally capable, I have in mind to provide such things as advanced civil schooling for civil affairs Soldiers, creating stronger ties between civilian occupations and the reserve status of civil affairs Soldiers.

In fact, our most professionally-qualified civil affairs Soldiers are those who have responsible positions in civilian life that help equip them mentally for the challenges we face. That experience also enables them to be more effective when they deal with rebuilding a society or a governmental apparatus that provides life support services to its populous. This includes judges, attorneys, physicians, sanitation experts, transportation experts, etc. We plan to more closely tie their military skills to their civilian skills.

With respect to pay and entitlements, currently we do not have the discrete entitlement and pay categories to unite Reserve service. For example, we are unable to pay our skill-rich physicians force medical specialty pay unless they stay on active duty for more than 139 days. However, we try to keep our physicians on active duty for only 90 days in deference to their civilian private practices. My belief is that we should be able to pay our Soldiers, when their skill criteria are the same as an active duty Soldiers', the same special duty pay.

"My belief is that we should be able to pay our Soldiers, when their skill criteria are the same as an active duty Soldiers', the same special duty pay."

Linguists are another example. A Reserve linguist must pass the same test as an active duty Soldier. However, the Reserve linguist only gets language proficiency pay on the day he or she was on active duty to take the test. And it is the same with our aviator force — our parachutists. We do not provide them duty pay, but simply to maintain their skill-rich proficiency so that when we call them they will be ready.

We also need to find a balance with regard to notifications. Generally, the notification process provides 15 to 30 days. However, what does that mean where there is no warning order? We need to improve our mission readiness.

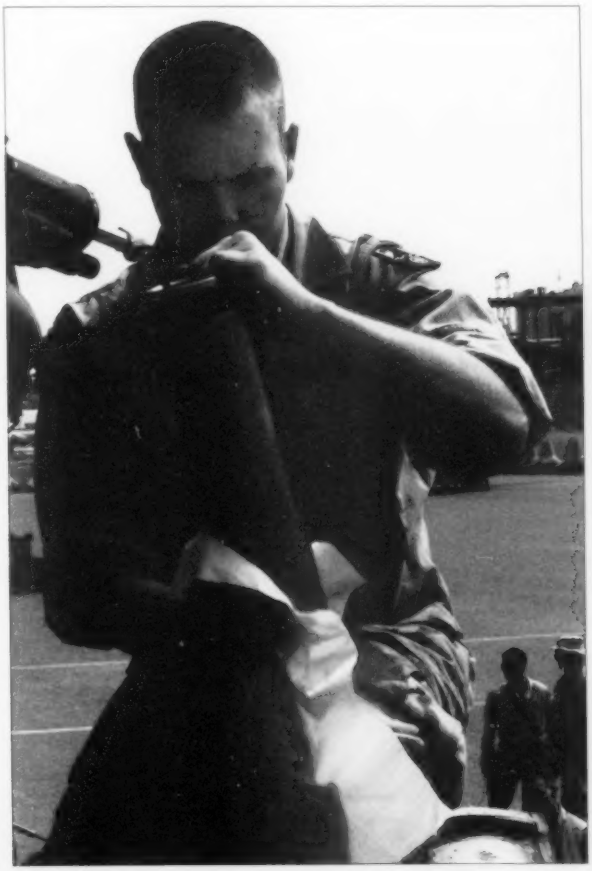
"Further, we are going to reorganize the Army Reserve into Army Reserve Expeditionary Packages (AREPs)... with units spending six months in each AREP."

We also need to more closely align the capabilities within the Reserve Component with the tasks to be performed. In combat, the lowest common denominator is the battalion task force. So, we need to have combat capability at the battalion level.

Further, we are going to reorganize the Army Reserve into Army Reserve Expeditionary Packages (AREPs). There will be ten AREPs, with units spending six months in each AREP. Simply put, the intent will be to have some units in AREP one. Those units would be on a 96–120 hour alert status. We would tell Soldiers before their unit enters that alert status that they will be the first to go for homeland defense and other emergency missions. After a six- to nine-month period in this AREP, Soldiers would return for refitting, retraining and individual schooling.

If you are in AREP one, you will have a three-week annual training period that will start with an Emergency Deployment Readiness Exercise (EDRE). Then you will move straight to an operational environment — either in CONUS or OCONUS — depending upon the mission of the unit. And you will be stressed because you will be the first to be called up.

Does that mean that, if you are not in AREP one, you will not be used? Not necessarily, but the likelihood decreases the further you are from AREP one. That is how we intend to measure use of our force. It also means that personnel needs to change the way they look at people. They need to move from a "unit-based" way of thinking to an "inventory-based" way of thinking.



"We are, in fact, heading toward being a complementary, as opposed to a supplementary, force."

We are, in fact, heading toward being a complementary, as opposed to a supplementary, force. We plan to institutionalize predictable leader development growth through developmental assignments, as well as professional military education. What that means is that, in the future, for courses of six months or more in duration, schooling will be conducted outside the unit. Soldiers will not be required to hold down a position inside the unit while they are being schooled. And they will receive training pay. This should help keep the focus more intently upon the training and education, preparing Soldiers for unit assignments where they can focus on the Soldiers subordinate to them as leaders.

We also intend to restructure around core capabilities, as opposed to the entire broad range of combat support and combat service support. No longer will we worry about echelons above division and echelons above corps. We will develop true professionals, technically rich, competent and skilled in each of those capabilities.

And we will restructure our command and control. We will move from the current ten Regional Readiness Commands (RRCs) to seven RRCs, their designations and locations to be announced in the future. We also will be standing up a separate Army Reserve Medical Command instead of commanding our medical units through various diverse field commands. The medical brigades and their subordinate combat support hospitals will be brought under the Army Reserve Medical Command (ARMEDCOM) so that we will have a single integrated command and control structure led by an Army Reserve Major General physician.

We already have established the Military Intelligence (MI) readiness command, uniting all of our MI units. The MI readiness command established today is provisionary, and we plan to move it in the future to Ft. Belvoir, Virginia, where it will be co-located with the Army Intelligence and Security Command.

The Army Civil Affairs and Psychological Operations Command under the daily command of the Army Special Operations Command will remain, while we integrate an Army Reserve training support command at Ft. McCoy, which will bring together all of our various training disciplines.

Essentially, our aviation structure will remain as it is, based predominantly on cargo helicopter Chinook, fixed wing, two attack battalions with AH64 Alfa model Apaches, which are proving to be as capable as the long bow Apaches in the contemporary operating environment, and two tremendously successful general support Black Hawk units.

If you look at the Army Reserve Command's training guidance for this year, you will see a marked departure from the past. It is focused intently on the Soldier Creed and the warrior ethos, and with conducting skill-rich technical training within a contemporary operating environment, which is volatile, hostile, dangerous and unpredictable.

CONCLUSION

The fact is that we must adapt to tomorrow. We will have some challenges this year and next year with regard to the budget. This is a costly war, and the material, people, operating tempo and supplies we consume do not come cheap. However, if there are budget cuts, we will take those, we will weather them, and we will improve.

"We must begin resetting our course now. There is no time-out for readiness."

We must begin resetting our course now. There is no time-out for readiness. When our units and Soldiers return from being mobilized, we will give them a 90-day break. They will not be required to attend training, individual or collective, for a 90-day period. We will put their equipment back into the maintenance pipeline and reprioritize. But after 90 days, it will be back to training — getting ourselves reset for the next operation or the next war.

There is no time-out for readiness. There is only time to prepare ourselves for when our nation calls. I guess that's why *Time* magazine selected us as person of the year — the Soldiers, sailors, airmen, marine and coast guardsmen, active Guard and Reserve, all serving our nation proudly and loyally around the world. AR

LT. GEN. HELMLY ADDRESSES SOLDIERS IN AFGHANISTAN

At the end of December, Chief of the Army Reserve Lt. Gen. James R. Helmly addressed Soldiers at a Town Hall Meeting at Bagram Air Field in Afghanistan, to discuss recent and upcoming changes in the mission of the Army Reserve.

The Army Reserve's commander since 2002, Helmly expressed his appreciation for the Soldiers of the Army Reserve.

"We honor your service," said Helmly. "Soldiers, not equipment, are the foundation and the centerpiece of the Army."

During his face-to-face meeting with the troops, Helmly expressed concern for Soldier readiness and spoke about ways to better accomplish the Army Reserve mission.

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"Soldiers, not equipment, are the foundation and the centerpiece of the Army."

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PHOTO: Sgt. Alex Delgado, 211th Mobile Public Affairs Detachment

Chief of the Army Reserve Lt. Gen. James R. Helmly addresses Soldiers at a Town Hall Meeting in December during a visit to Bagram Air Field.

According to Helmly, improving the mobilization process for Army Reserve Soldiers is one of his main goals.

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"I don't want Soldiers to worry about mobilization. I want them to be ready to accomplish the mission."

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"The current mobilization process is too cumbersome and should be streamlined to be more efficient," said Helmly. "Units are too worried about getting ready for mobilization and not about the mission itself. I don't want Soldiers to worry about mobilization. I want them to be ready to accomplish the mission."

The increase in operational-tempo for the Army Reserve has exposed shortages in some Military Occupational Specialties (MOSs). For example, Helmly noted that there currently is a shortage of Soldiers trained in military police skills. To counter this problem, the Army Reserve is starting new units and, in some cases, converting existing units to relieve some of the stress on military police units that have faced heavy deployment over the last two years. Helmly believes this strategy should lead to fewer back-to-back deployments for all Reserve-force Soldiers.

Equipment shortages also have been a problem for Army Reserve units. Helmly said Soldiers in both Afghanistan and Iraq are being deployed with either outdated equipment or equipment inappropriate to fulfill their missions. To rectify this problem, Helmly said Army Reserve units' Modified Tables of Organization and Equipment (MTOEs) are being adapted to include M-4 Carbine assault weapons and other essential equipment to increase and improve mission capabilities.

Helmly also said that production of ballistic plates for the individual body armor vest has been increased to meet demand. All forces on the ground are expected to be supplied with these plates by early 2004.

According to Helmly, mission readiness also relies on the ability to retain quality, qualified Soldiers. Each year, approximately 46,000 enlisted Soldiers who leave active duty are eligible for service in the Army Reserve or Army National Guard. Of that number, about one-third or an estimated 18,000 Soldiers actually transfer to the Army Reserve or Army National Guard. Currently, there are no incentives in place to entice these Soldiers to join either component.

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Retirement benefits for Army Reserve Soldiers also are in the process of being changed.

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Retirement benefits for Army Reserve Soldiers also are in the process of being changed according to Helmly. Among the changes being proposed is lowering the minimum qualifying age for retirement benefits from 60 to 55 in order to entice more Soldiers to stay in the service for up to 30 years. It is hoped that this change would result in improved unit readiness and increased retention of experienced senior leaders.

Helmly is continuing to meet with key officials in Washington to address these and other issues on behalf of Army Reserve Soldiers.

Update on Operation
IRAQI FREEDOM

PHOTO: SPC. RYAN SMITH, 372ND MPAD

Residents of Hillsdale line up to see American Soldiers as they arrive at the site of a ribbon cutting ceremony for the Hillsdale dispensary. Hillsdale is a camp for internally displaced persons in Baghdad.

According to Air Force Gen. Richard B. Myers, Army Reserve Soldiers are doing exactly what they were designed to do, and America is grateful for their service. Speaking recently before the Reserve Officers Association Mid-Winter Conference, Myers noted that Army Reserve Soldiers have become so seamlessly integrated into the total force that it is virtually impossible to tell an Army Reserve Soldier from an active service member. Equally important, he noted that America needs its Army Reserve Soldiers if this country is to win the war on terror.

In discussing how seamlessly the Army Reserve has integrated into the total force, Myers cited an account by a member of a mixed Army Reserve and active duty C-17 Globemaster III crew after a harrowing experience in Iraq. After taking off from Baghdad International Airport, one of the plane's engines was hit by a surface-to-air missile, forcing an emergency landing. According to the pilot of the plane, the lives of all of the people on that plane were saved because of the high level of coordination and communication between all members of the total force.

"I never forget that our Army Reserve Soldiers are a treasure and an important advantage to this great country," said Myers, noting that Army Reserve Soldiers remain absolutely essential to Operation Iraq Freedom.

"Reserve service has a long history in America, and today is no different," he continued. "In times of need, when our country needs them the most, Army Reserve Soldiers lock arms to form an unbreakable, unbeatable team — dedicated to defending the liberties we all cherish and to supporting the people who are struggling to enjoy that same freedom."

Here are some of their stories.

HELPING SADDAM LOSE FACE

Until recently, most Iraqis were forced to carry a reminder of Saddam Hussein in their pockets. A picture of his face appeared on all printed Iraqi money. However, all of that has changed now that the Central Bank of Iraq has issued a "new" dinar.

According to Capt. Mark St. Laurent, brigade action officer for the Iraqi currency exchange program and a civil affairs officer with the 354th Civil Affairs Brigade, an Army Reserve unit from Riverdale, Maryland, the introduction of the new dinar is a significant step in Iraq's move away from the former regime.

"Replacing the Saddam dinar signals the end of the old regime. No longer will he be viewed as an everyday figure," said St. Laurent. "It also helps reinforce the legitimacy of the new government and the Central Bank's control of the economy."

"Replacing the Saddam dinar signals the end of the old regime."

Consistent with the shift toward a new government in Iraq run by the Iraqi people, coalition forces are playing only a minor role in the currency exchange program. They are providing security only when needed at exchange sites to protect the safety of the citizens and to ensure the proper distribution of the money.

The new dinar, which is printed on higher quality paper and contains several security devices, such as a watermark, embedded security strip and textured ink, will unify the currency across Iraq. People can exchange their old Saddam dinars for the new ones at a one-to-one rate. However, the former national dinar, known as the "Swiss dinar," which is used mainly in the north of Iraq, is worth 150 new dinars.

"This is good for the people of Iraq," said Dr. Mohamed Jasim, who recently exchanged his money at the Adamihya Commercial Bank of Iraq. "It is a symbol of moving forward."

Tellers at the Adamihya Commercial Bank of Iraq exchange old Iraqi currency for new dinars.

Iraqis line up at the Adamihya Commercial Bank of Iraq to exchange their old dinars bearing Saddam's likeness.

PHOTOS THIS PAGE: SPC. RYAN SMITH, 372ND MPAD

HAVING A BEAR OF A TIME

Although most Army Reserve Soldiers in Iraq carry assault rifles or machines guns, a tranquilizer gun has become the weapon of choice for several members of the 352nd Civil Affairs Command, an Army Reserve unit from Riverdale, Maryland, as they work to bring about major overhauls of the Baghdad Zoo, also known as the Zawra Zoo. Sadir, a 32 year old female brown bear at the Zoo, already has benefited greatly from the presence of these Soldiers. Recently, they surgically removed a cancerous tumor from her abdomen.

"The tumor was becoming infected, so we had to anesthetize her with a dart gun before making some incisions and removing the diseased tissue," said Col. Mark Gants, CJTF-7 veterinarian. "There were a few blood vessels in there that we had to tie off in order to get the bleeding stopped before closing her up again."

Col. Mark Gants (left), CJTF-7 veterinarian, and Spc. Erin McLoughlin, a veterinary technician from the 72nd Medical Detachment, operate on Sadir, a 32 year old brown bear at the Baghdad Zoo.

PHOTO: SPC. CHAD D. WILKERSON, 372ND MPAD

Gants, who was head surgeon on the project, was assisted by Spc. Erin McLoughlin, a veterinary technician with the 72nd Medical Detachment, and Lt. Col. Jose Lozada, a veterinarian with the 352nd Civil Affairs Command.

Operating on-site in Sadir's enclosure at the Zoo, the team prepared the bear for surgery. After anesthesia was administered, McLoughlin and one of the Zoo's Iraqi staff members shaved the fur surrounding the site of the tumor. Gant then made the necessary incisions to remove the tumor whole.

The real challenge, however, began after the malignant mass was removed. The blood vessels that were cut in order to extract the tumor were filling the wound with blood. And, in the time that it took to stop the bleeding, the tranquilizer began to wear off. Consequently, the team had to move extremely quickly to suture the incision, clean up and get out of the cage. Fortunately for the team, they were able to exit the enclosure before Sadir regained full consciousness.

...the main motivation behind the U.S. Army's involvement at the Zoo is to train local staff and veterinarians to assume full responsibility for the facilities once the Soldiers are gone.

According to Lozada, the main motivation behind the U.S. Army's involvement at the Zoo is to train local staff and veterinarians to assume full responsibility for the facilities once the Soldiers are gone.

"The veterinarians in Iraq are victims of professional isolation. In addition, they have been sorely neglected like most other resources in this nation," said Lozada. "Our hope is that, by involving Zoo staff members and veterinarians in surgical procedures and vaccination processes, they quickly will regain control over this invaluable facility and its inhabitants."

TRAINING IRAQI POLICE AT WEAPONS RANGE

Iraqi police officers had a chance to hone their skills recently on a live-fire weapons range with the help of Soldiers from the 382nd Military Police Detachment, an Army Reserve unit from San Diego, California, assigned to the 18th Military Police Brigade. The weapons training was part of a three-week course called the "Iraqi Police Integration Program," designed to teach existing Iraqi police officers basic weapons fundamentals and tactics.

"The training will make them more effective as police officers," said Cpl. Kenneth Johnson, a military policeman with the 382nd and the weapons range noncommissioned officer in charge of the training. "Many of them have never even fired a weapon."

According to Johnson, the training consisted of two days of classroom training on the safe use of weapons, as well as four days of actual training on the weapons range. On the final day of training, the police officers received their weapons qualification.

"They were taught the basics of shooting a firearm, as well as how to put rounds down range and pray they hit the target," added Johnson.

According to police captain Sammad Al Hayani, Iraqi police rarely practiced with a weapon in the past.

Iraqi police rarely practiced with a weapon in the past.

"There were no shooting and no good pistols before," he said.

Basics of marksmanship included such fundamentals as breath control, sight alignment, and the proper way to squeeze the trigger. On the range, the Iraqi police participated in target shooting from three distances, with the longest distance being 15 meters using Glock 19 Series pistols.

"The police officers really had no idea of the weapons' capabilities, and they had no confidence in their own abilities," said Johnson. "It is good to see them gain more confidence. I expect they will become a more valuable asset as their weapons skills increase."

Spc. Walter Smith, a military policeman with the 382nd Military Police Detachment, assists an Iraqi policeman with cleaning his weapon at a firing range in Baghdad.

Cpl. Ernesto Pinedo, a military policeman with the 382nd Military Police Detachment, observes as Iraqi policemen conduct weapons training at a firing range in Baghdad.

PHOTOS THIS PAGE: CPL. TODD PRUDEN, 372ND MPAD

PHOTOS THIS PAGE: AIR FORCE TECH SGT. JOHN HOUGHTON, COMBAT CAMERA

Schoolgirls at the Ruqia Primary School in the Abu Ghraib area of Baghdad gather around to show their appreciation for their newly renovated school in Baghdad.

RENOVATING TWO PRIMARY SCHOOLS

School children in grades 1 through 6 recently returned to two newly renovated primary schools in the Abu Ghraib area of western Baghdad. A team from the 490th Civil Affairs Battalion, an Army Reserve unit from Abilene, Texas, managed the renovations and repairs at the two schools, Ruqia Primary School and al-Fayda Primary School.

Capt. Thane Thompson, a team chief for the 490th who hails from Monterey, California, was the officer in charge of the project.

"The coalition is doing a lot of positive restoration work, and the vast majority of Iraqis that we deal with are extremely appreciative," said Thompson.

More than $80,000 was spent on the repairs and renovations at the two schools. The Ruqia school project cost $34,000, while the al-Fayda school project cost $46,000. The funding was provided by the 354th Civil Affairs Brigade, an Army Reserve unit based in Riverdale, Maryland, and came from the Commanders' Emergency Relief Funds.

Immediately following the main combat phase of the war, both schools were completely looted. All of the furniture and equipment had been stolen, and even the doors and windows, as well as all light fixtures, wiring and switches, were removed and taken elsewhere. All that was left were the walls and the roofs. So the schools were unusable until the Army Reserve arrived.

"My team coordinated the project from start to finish. We conducted the initial assessments defining the scope of work, found contractors to help with cost estimates, prepared the funding proposals and got the funding approved, and contracted with local construction companies to do the work," said Thompson.

"We also did quality control inspections every couple of days and paid the contractors for their work," he added.

In both cases, the work included masonry, grounds maintenance, windows and glass replacement, interior finishing, and plumbing and electricity.

The commander of the 490th Civil Affairs Battalion, Lt. Col. Donna Hinton, cut the ribbon at the grand opening of the Ruqia School, stating: "This is a happy day for everyone. The children are happy to have a good school to go to, the school staff are extremely appreciative, and the Soldiers are satisfied that they have accomplished a great work."

Capt. Thane Thompson (left), a team chief with the 490th Civil Affairs Battalion and the officer in charge of the school renovation project, meets with the headmaster of the Ruqia Primary School (in white).

DELIVERING SUPPLIES TO CAR BOMBING VICTIMS

Much needed help was delivered to innocent victims of a recent terrorist attack in Baghdad. Members of the 422nd Civil Affairs Battalion, an Army Reserve unit from Greensboro, North Carolina, coordinated with the Iraqi Ministry of Labor and Social Services to deliver food, blankets and clothing to residents left homeless following a car bombing attack on the Al Shaab police station in the Al Adhamiya area of Baghdad.

According to Maj. Jack Nales, a civil affairs officer with the 422nd, four homes, two shops and the police station were damaged and deemed unsuitable for habitation as a result of the car bombing. Seven families were left homeless, while others experienced looting that seriously reduced the amount of their supplies. The homeless families now reside in an abandoned neighborhood advisory council building located behind the former police station.

"We have seven families that are homeless as a result of the attack," said Capt. Chuck Tinney, a civil affairs officer with the 422nd. "All they have left is pretty much the clothes on their backs. They just happened to be in the wrong place at the wrong time."

According to Tinney, his unit would continue to try to provide as much help as necessary to allow the families to get back on their feet.

"This is an ongoing project," added Tinney. "They still need mattresses, stoves and refrigerators, as well as other support."

Tinney said the non-governmental organization, Premiere Emergence, plans to assess the damage and to rebuild the homes that were destroyed.

"Thankfully, no lives were lost," said Spc. Walter Christopher, a civil affairs specialist with the 422nd. "When we are able to help people, it makes us feel good. This is the good part of our job."

PHOTO: CPL. TODD PRUDEN, 372ND MPAD

Spc. Walter Christopher, a civil affairs specialist with the 422nd Civil Affairs Battalion, talks to a young Iraqi boy at the rubble encircling the Al Shaab police station in Baghdad.

MAKING FRIENDS THROUGH THE NEWSPAPER

The 361st Psychological Operations Company (Tactical), an Army Reserve unit from Bothell, Washington, has come up with an invaluable tool for creating public awareness of safety hazards, as well as for disseminating information on what U.S. and coalition forces are doing in Iraq. Known as "Baghdad Now," the newspaper is published monthly and distributed free to more than approximately 70,000 Iraqi nationals.

"The paper discusses how we are interacting with the Iraqi government during this transitional period and, together, how we are improving life in Baghdad," said Staff. Sgt. Richard K. Wilson, team chief with the 361st. "More importantly, it allows the people to know what's going on so they can better see how we are making a difference."

According to Wilson, handing out the newspapers also allows the Soldiers to keep their fingers on the pulse of the community.

Sgt. Cornell W. Yell, part of the security detail with Headquarters and Headquarters Company, 237th Support Battalion, 1st Armored Division, helps distribute "Baghdad Now."

PHOTO: SGT. MARK S. RICKERT, 372ND MPAD

PHOTO: SGT. MARK S. RICKERT, 372ND MPAD

Staff Sgt. Richard K. Wilson, team chief with the 361st Psychological Operations Company (Tactical), and Sgt. Cornell W. Yell (left), part of the security detail with Headquarters and Headquarters Company, distribute "Baghdad Now."

"Any time you give these people something, their defenses come down. It's human nature," added Wilson. "We gain instant access to them and their feelings by giving them something. They then are more ready to help us spread the messages expressed in the newspaper."

"Any time you give these people something, their defenses come down. It's human nature."

By showing the Iraqi people how the coalition forces are helping to improve life in Baghdad, the psychological operations team hopes to increase positive attitudes toward the coalition and put an end to anti-coalition aggression.

Through face-to-face encounters, the psychological operations team also is forming ties with community leaders, such as religious leaders, medical practitioners and professors, who are helping to spread a more positive message.

"It is extremely important that we gain the support of these key communicators. So far, we've built strong, solid relations within the community," said Wilson. "More and more, we are finding that they are coming forward to speak on our behalf."

GOING BACK TO SCHOOL

For many school-age children in Baghdad, school has been out since the beginning of Operation Iraqi Freedom. However, for Iraqi children who used to attend the Darweesh school in the western Abu Ghraib province of Baghdad, school is now back in session thanks to the efforts of the Soldiers of the 414th Civil Affairs Battalion, an Army Reserve unit from Utica, New York.

Recently, more than 500 children lined up along the sides of the Darweesh school courtyard to welcome the members of the 414th during a ribbon cutting ceremony designed to mark the official reopening of the school.

Both Spc. Maynard Ainken, the 414th Darweesh school team leader who maintained oversight during the schools' renovation, and Sgt. Louis Polsinelli, a team leader with the 414th who also was a member of the team that helped orchestrate the school's restoration, were among the Soldiers honored during the opening celebration.

A crowd of more than 500 Iraqi elementary school students show their appreciation to Army Reserve Soldiers who helped restore their school in Darweesh.

PHOTO: SPC. CHAD D. WILKERSON, 372ND MPAD

PHOTO: SGT. MAJ. ARLINDO ALMEIDA, 354TH CIVIL AFFAIRS COMMAND

Students at Darweesh school in the western Abu Ghraib province of Baghdad raise the Iraqi flag while Soldiers from the 414th Civil Affairs Battalion stand respectfully during a ceremony marking the school's grand reopening.

"When we first started driving through the area, people often would throw rocks at us," said Polsinelli. "Now, however, after having opened a few schools and demonstrating some real progress, people want to come up and talk to us. They want to interact with us. I think our work has had a tremendous impact on the attitudes of the Iraqi people."

According to Col. Vincent Taylor, commander of the 354th Civil Affairs Brigade, an Army Reserve unit from Riverdale, Maryland, it's teams like the 414th that make the reconstruction efforts possible.

"However, doing assessments, making funding proposals, contacting contractors, taking bids, and overseeing progress on renovation and construction efforts are not the only tasks under the purview of civil affairs teams like the 414th," said Taylor. "They also must act as liaisons with the Iraqi people, bridging any cultural and social gaps that stand in the way of progress."

"When a civil affairs team like the 414th accomplishes something like they have accomplished here at Darweesh, they are not only refurbishing a school structure. They are building bridges to the future of Iraq," added Taylor.

"The hearts and minds involved in this project are infinitely more important than the school buildings themselves," said Ainken. "Every child at this school will remember coalition Soldiers being here and helping them with their schools. They will remember that American Soldiers were here when they raised their flag on opening day."

INTRODUCING HEALTH CARE MANAGEMENT TO THE NEW IRAQ

Recently, a physicians' leadership workshop was held for local Iraqi doctors and other health care professionals at the Iraqi Forum in Baghdad. Led by Capt. Caroline Pogge, a civil affairs officer with the 411th Civil Affairs Battalion, an Army Reserve unit from Danbury, Connecticut, 28 students, including doctors, pharmacists and representatives from the Iraqi Ministry of Health were in attendance.

The intent of the workshop was to give Iraqi physicians a basic course in health care management — a topic that rarely has been emphasized in the country's health care education according to Pogge, an Army Reserve Soldier who works as a hospital administrator in Sayre, Pennsylvania, in her civilian life.

"What we've found here is that many of the physicians in charge of Iraq's clinics or hospitals have little or no basic management skills," said Pogge. "This is something we are trying to correct with the local physicians in communities around Baghdad."

Previously, Pogge had met several of the doctors attending the workshop. Many came from clinics and hospitals in eastern Baghdad where the 411th works in the 2nd Armored Cavalry Regiment's area of operations.

The course was based on one that Pogge took at the University of Kentucky as part of her training in the United States. An eight-day crash course, it is broken into several courses on leadership, decision making, human resources, resource allocation, and project management, all of which emphasize group work, case studies and hands on learning.

According to Pogge, working on problems in groups is probably one of the most important parts of the course.

"Management doesn't have to be autocratic," said Pogge, who hopes Iraq's Ministry of Health will adopt the course for use in the future with more physicians throughout Iraq. "It often is helpful to consult with your staff and to bring them into the process. This is one of things we are trying to teach the health care professionals attending this course."

According to Pogge, the experience has been extremely rewarding.

"It's exciting to go home with a sense of accomplishment — a sense of having helped the local medical community make a smoother transition," said Pogge. "That's what civil affairs in the military is all about — accomplishment."

PHOTO: STAFF SGT. NATE DEMME, 3RD PERSONNEL COMMAND PAO

Maj. Vivian Gaz discusses her unit's operations with the oversight commander of the 377th Theater Support Command, Brig. Gen. Michael Diamond, at "Area 51" in Kuwait.

MOVING PASSENGERS THROUGH AREA 51

The Army has begun operations at a new air passenger terminal in Kuwait, with the goal of transporting hundreds of Soldiers daily to destinations within the Operation Iraqi Freedom theater.

"Soldiers will be traveling by intra-theater airplane into and out of Iraq," said Maj. Vivian Gaz, officer in charge of the 319th Movement Control Team, an Army Reserve unit from Dover, Delaware, responsible for operations at the terminal.

"The plan is for Soldiers to be here only about three hours tops."

The terminal is composed of several tents, which are being used as passenger holding areas, and a parking lot and turn-around area for buses dropping off and picking up passengers.

"The plan is for Soldiers to be here only about three hours tops," added Gaz. "We will have MREs (Meals Ready to Eat) and water here. Soldiers should have their last hot meal at their departing camps."

To keep operations as efficient as possible, plans call for using only a single type of tactical aircraft. All of the planes will be configured to carry the same number of passengers, as well as two baggage pallets.

The terminal is anticipated to ease some of the congestion at the military APO (airport point of debarkation) in Kuwait. Most travel through the new terminal will be work-related, meaning rest and recuperative travel will not be processed through the terminal. And the terminal will service four airfields — Baghdad International Airport, Balad, Mosul, and al Asad.

A small permanent party of Army Soldiers will be stationed at the terminal, dubbed "Area 51" after the locale in Nevada that UFO fantasists theorize is an extraterrestrial stomping ground.

DELIVERING THE GOODS

The 358th Civil Affairs Team A (CAT-A), an Army Reserve Unit from Norristown, Pennsylvania, provides direct support to the Multi-National Division–South East (MND-SE) while assigned to Combined Joint Task Force 7 (CJTF-7) in support of Operation Iraqi Freedom. The CAT-A is headquartered in Samawah, Iraq, and coordinates humanitarian assistance activities in close coordination with the Coalition Provisional Authority (CPA), U.S. Agency for International Development (USAID), and the Iraq and Kuwait Humanitarian Operations Center (HOC).

The responsibilities of the CAT-A include providing civil military staff augmentation and civil affairs planning and assessment support to maneuver commanders; providing linguistic, regional and cultural expertise to support commanders; identifying and facilitating foreign nation support; minimizing civilian interference with military operations; conducting area studies and assessments in support of civil military operations; and conducting inter-agency liaison and operations when directed. Some projects the team is involved in include the Rumaytha Sewage Project, Kamidia Medical Supplies Project, the Cleaner and Brighter Iraq Project, and the Rumaytha Girl's Primary School Dental Class Project.

The Rumaytha Sewage Project initially involved installation of gravity drainage, which included installing sewage pipes and manholes, and connecting the pipes to a sump pit. Also installed were a sump pump, pressure line, and electrical back-up generation system. The project resulted in availability of cleaner drinking water, better sewage disposal, and an improved quality of life for the people of Rumaytha.

"I love this country, and I love helping these people," said Sgt. 1st Class Thomas D. Bucci, the 358th CAT-A's non-commissioned officer in charge and supervisor of the Rumaytha Sewage Project, who is proficient in the local language.

Sgt. Scott Bambu, a civil affairs specialist assigned to the 358th CAT-A also is proud of his contributions in Iraq. He served as project coordinator for the Kamidia Medical Supplies Project, which was designed to help replenish medical supplies, equipment and medications in and around the Muthanna Governate. According to Bambu, the Kamidia Medical Supplies Facility has played a vital role in supplying essential items to those medical facilities and hospitals most in need.

Col. Robert P. Stall (front left) meets with Dr. Mobeen ali Mussa (front right), Director of the Sumawah Women and Children's Pediatric Hospital, as Sgt. Scott Bambu, 358th CAT-A medical project coordinator for Samawah, and Hayden Lafta, a Coalition Iraqi interpretor look on.

PHOTOS THIS PAGE: MAJ. PHILIP A. GOVIA, 358TH CIVIL AFFAIRS BRIGADE

Sgt. 1st Class Thomas D. Bucci (right) talks with Rumaytha town leaders during construction of their sewage project as Col. Robert P. Stall, 358th Civil Affairs Brigade Commander, looks on.

"I am delighted to be in a position to make a difference," said Bambu.

The Cleaner and Brighter Iraq Project was designed to temporarily employ up to 100,000 Iraqi citizens to clean up 11 communities throughout the Muthanna Governate, including the cities of Samawah, Khider, Ramaytha, and Salman. Maj. Kelly Thrasher, 358th CAT-A team leader, managed the project, working with the Iraqi Ministry of Public Works to assist them in achieving their employment and community clean up goals.

"This project has been very popular with the Iraqis because it employs so many people," said Thrasher. "It's great to see the Iraqi people helping themselves."

The Rumaytha Girl's Primary School Dental Class Project involved the issuance of 700 toothbrushes and tubes of toothpaste provided by the 358th CAT-A, followed by training in proper dental care.

Col. Robert P. Stall, commander of the 358th Civil Affairs Brigade, recently visited his Samawah CAT-A stating, "The Samawah CAT-A is one of the finest special operations teams I have operating in Iraq. Every one of my Soldiers is coordinating, supervising and managing several humanitarian assistance project simultaneously. I'm proud of the great work they are doing in helping the Iraqi people in service to our country." AR

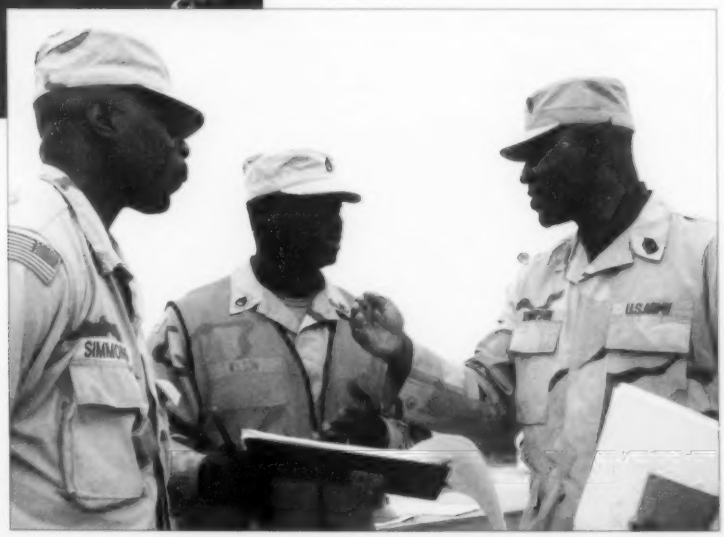
"The Samawah CAT-A is one of the finest special operations teams I have operating in Iraq."

Scenes from

OPERAT
IRAQI F

PHOTOS THIS SPREAD: SGT. 1ST CLASS KELLY C. LUSTER, ARMY RESERVE PAD

[Left] Spc. Guillermo Martinez, cargo specialist, 149th Transportation Company, Puerto Rico, guides cables being lowered from a crane on board the U.S.N.S. Bob Hope. The cables are then attached to equipment such as Humvees, five-ton trucks, and various other pieces of military equipment being loaded.



Sgt. Maj. Emery Thompson, 377th Training Support Element, New Orleans, La., acting command sergeant major for Camp Arifjan, speaks with Soldiers who are overseeing cleaning operations at a wash rack.

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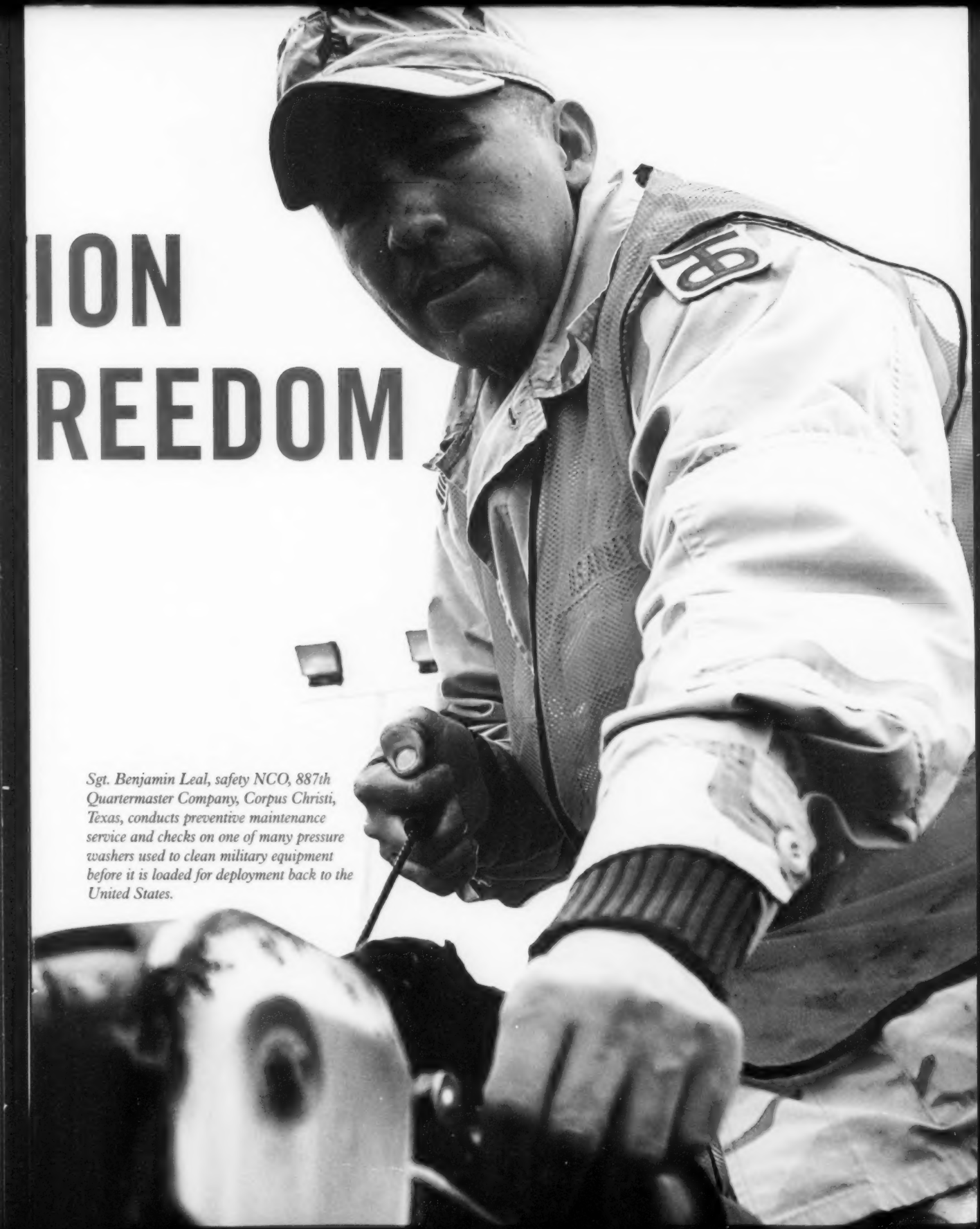


Sgt. Benjamin Leal, safety NCO, 887th Quartermaster Company, Corpus Christi, Texas, conducts preventive maintenance service and checks on one of many pressure washers used to clean military equipment before it is loaded for deployment back to the United States.

PHOTO: SGT. 1ST CLASS KELLY C. LUSTER, ARMY RESERVE PAO

Spc. Sherry Ranck (left) and Spc. Sara Prioleau, nuclear biological chemical specialists, 413th Chemical Company, Florence, S.C., check identification and stand guard in front of the Joint Operations Command Center located near Baghdad.

[Right] Capt. Darryl M. Butler, a facility engineer with the 354th Civil Affairs Brigade, Riverdale, Md., inspects a new Modified Protection for un-Armored Humvees kit (MPAH) before it is lowered onto a Humvee. Butler, the kit's designer, personally oversees the installation of each kit.

PHOTO: SPC. CHAD D. WILKERSON, 372ND MPAD

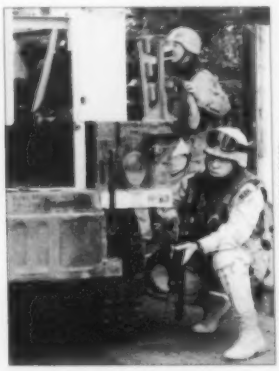


PHOTO: SGT. MARK S. RICKERT, 372ND MPAD

Maj. Henry C. Norcom, a civil affairs officer with the 354th Civil Affairs Brigade, Riverdale, Md., assumes a defensive posture behind his Humvee during training in Baghdad.

A Soldier from the 321st Ordnance Battalion, Charleston, W. Va., prepares UXO for demolition at the Udairi Range in Kuwait.

Soldiers from the 321st Ordnance Battalion, Charleston, W. Va., unload soon-to-be demolished UXO at the Udairi Range in Kuwait.

PHOTOS THIS PAGE: STAFF SGT. NATE ORME, PUBLIC AFFAIRS NCO, 3RD PERSONNEL COMMAND

PHOTO: SPC. CHAD D. WILKERSON, 372ND MPAD

PHOTO: SPC. CHAD D. WILKERSON, 372ND MPAD

[Above] Maj. Eric Murray, a team chief for the 422nd Civil Affairs Battalion, Greensboro, N.C., hands out toys and school supplies to children at the Al Shamookh Village for Disabled Veterans.

[Left] Capt. Richard Cote, operations officer with the 422nd Civil Affairs Battalion, Greensboro, N.C., makes some friends at the Al Shamookh Village for Disabled Veterans.

PHOTO: SPC. RYAN SMITH, 372ND MPAD

Capt. Mark St. Laurent, executive officer, Headquarters and Headquarters Company, 354th Civil Affairs Brigade, Riverdale, Md., unrolls a fire hose on a fire truck used by Iraqi firefighters in Baghdad.

Spc. Marie Vedder, a civil affairs specialist with the 411th Civil Affairs Brigade, Danbury, Conn., holds a girl who lives at Hillsdale, a camp for internally displaced persons in Baghdad.

PHOTO: SPC. RYAN SMITH, 372ND MPAD

Capt. Randall Cartmill, commander of the 1210th Psychological Operations Detachment, 315th PSYOPS Company, Upland, Calif., passes out a variety of handbills during Operation Bulldog Speak Up, a dismounted, door-to-door campaign to disseminate products requesting information leading to the arrest of anti-coalition forces in Baghdad.

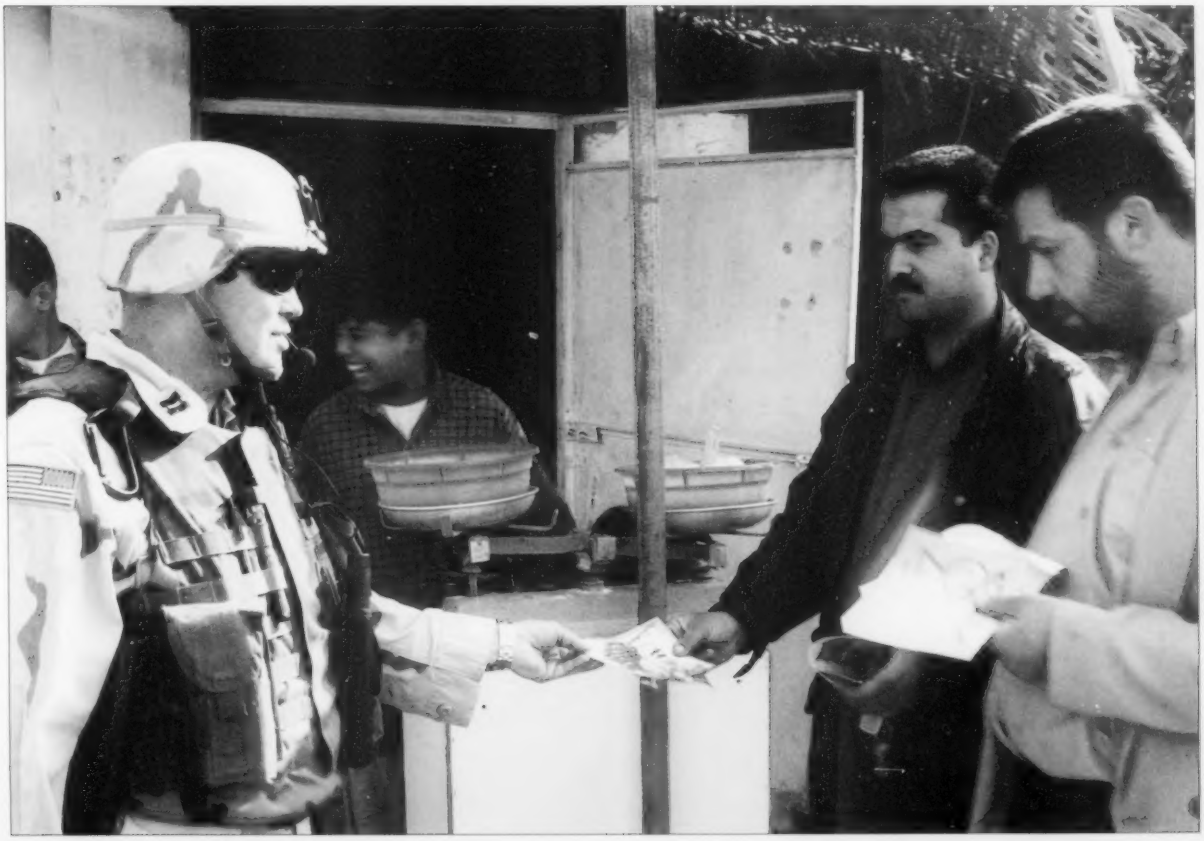


PHOTO: SGT. CHRISTOPHER STANIS, 1ST ARMORED DIVISION PAO

TRAINING FOR THE WAR ON TERRORISM:

A PROFILE OF THE 78TH DIVISION (TRAINING SUPPORT)

Since the War on Terrorism began, this country has experienced the largest mobilization of Active, Reserve and National Guard Soldiers in its history. It is the role of CONUS-based support units like the 78th Division (Training Support) to train and equip these Soldiers to be successful on the battlefield.

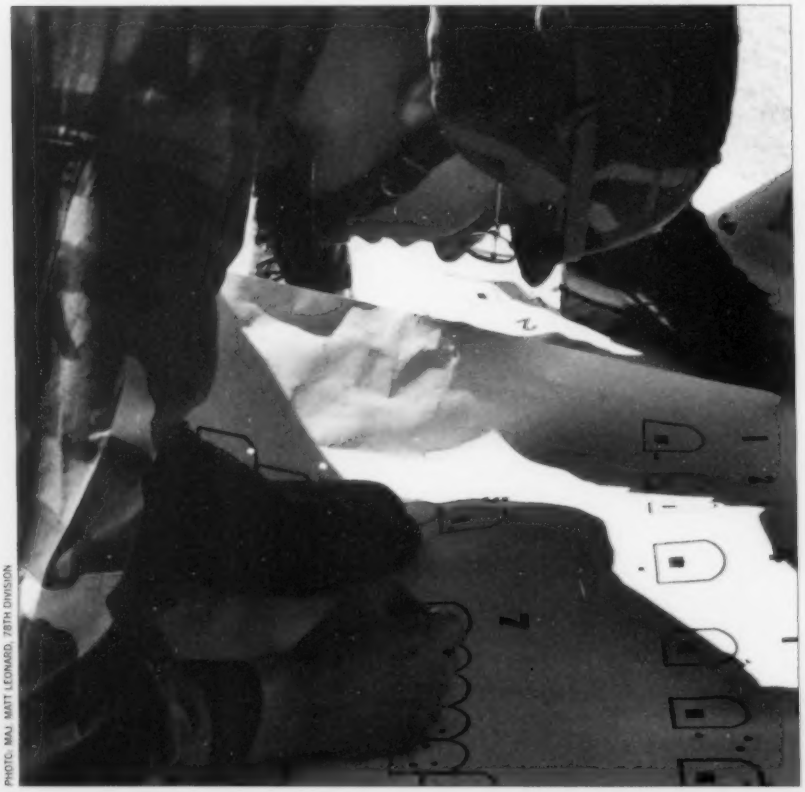


PHOTO: MAJ MATT LEONARD, 78TH DIVISION

A Soldier scores his buddy's target while at the M249 Squad Assault Weapon zero range at Fort Bragg, N.C.

The 78th is one of only five Training Support Divisions in the entire United States Army. Headquartered in Edison, New Jersey, it also has subordinate units in the States of Rhode Island, Massachusetts, Virginia, North Carolina, Maryland, Pennsylvania, and New York. In addition, it is responsible for training support of priority Army Reserve and National Guard Soldiers in 14 northeastern states.

As a tri-component unit, comprised of Active component, Reserve and National Guard Soldiers, the 78th provides training support, assistance and evaluation as directed by the First Army for Army Reserve and National Guard units during pre- and post-mobilization. Additional duties include providing mobilization training teams, and mobilization and military support to civil authorities.

AN IMPORTANT PART OF TODAY'S ARMY

During the past two years, the 78th has mobilized more than 800 of its own Army Reserve Soldiers, the majority of whom are Observer Controller-Trainers (OC-Ts). Their role has been to mobilize, train and validate Soldiers. In fact, since 9/11, the 78th has conducted simulation exercises, mobilization training, and training assessments for more than 50,000 troops.

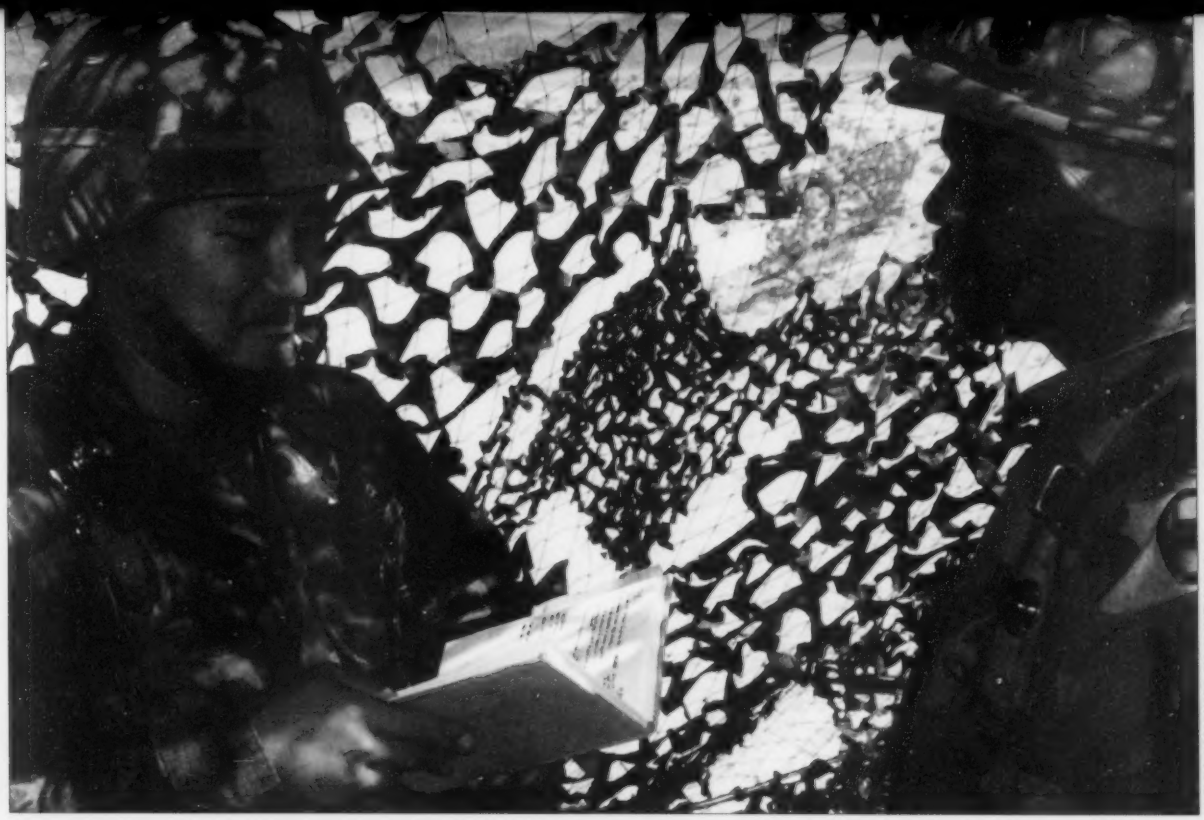


PHOTO: SGT. 1ST CLASS TIM BARNES, 78TH DIVISION

Capt. Francis Park, 1st Battalion's OC/T teach chief, Armor Training Team, discusses issues with Sgt. Larry Horn, personnel sergeant, HHC, 30th eSB.

78th DIVISION HISTORY

August 1917	Activated as an Infantry Division for WWI CAMPAIGN CREDITS: the Saint Mihiel, the Meuse-Argonne and Lorraine (1918)
June 1921	Reconstituted into the U.S. Army's Organized Reserves
August 1942	Reactivated for active service in WWII CAMPAIGN CREDITS: the Rhineland, the Ardennes-Alsace and Central Europe PRESIDENTIAL UNIT CITATIONS: Siegfried Line, Roer and Rhine Rivers, Schwammenauel Dam, and Remagen Bridge
November 1946	Reactivated as an Infantry Division in the Organized Reserves
May 1959	Reorganized as a Training Division
1990	Mobilized for Desert Shield/Desert Storm UNITS MOBILIZED: 910th Transportation Company, 348th Military Police Detachment, 1018th Reception Battalion, 1st and 3rd Battalions of the 310th Regiment, 3rd Battalion of the 309th Regiment, and the 2nd Brigade Headquarters
October 1993	Reorganized as an Exercise Division
October 1999	Reorganized as a Training Support Division
October 2001	Mobilized for the War on Terrorism UNITS MOBILIZED: Every Soldier within the 78th to support Operations Enduring Freedom, Noble Eagle and Iraqi Freedom

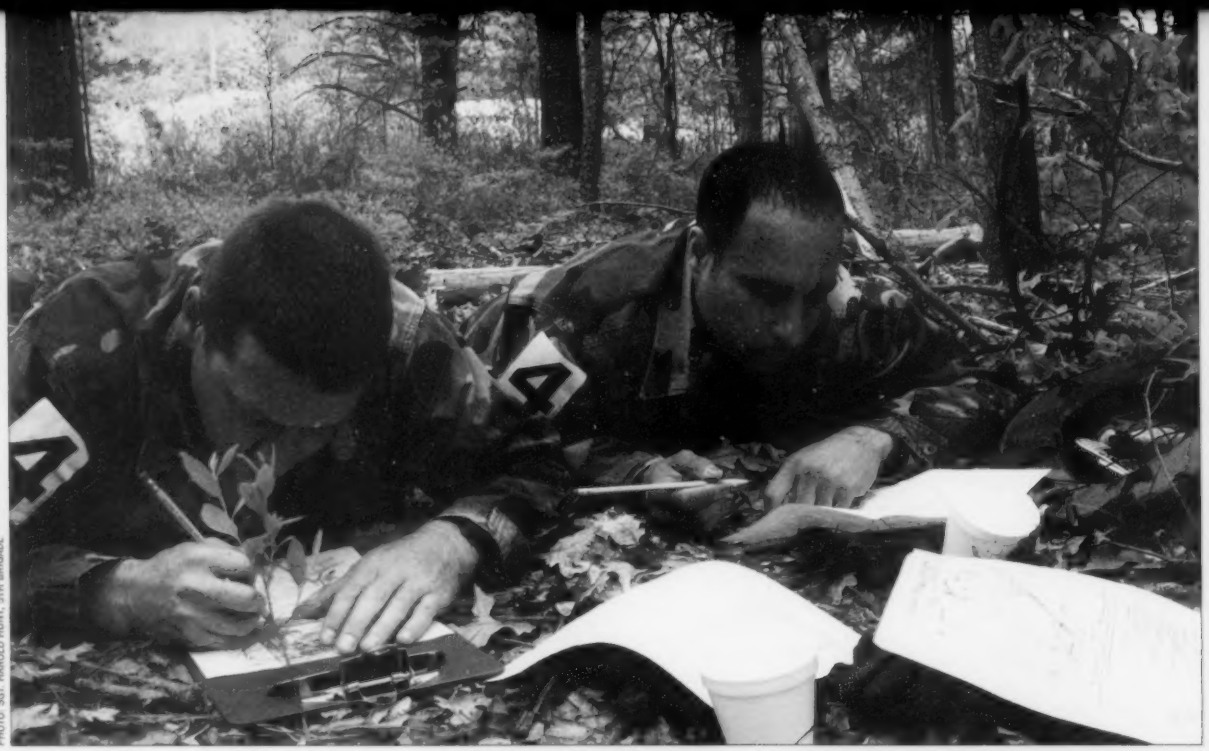


PHOTO: SGT. HAROLD HUNT, 5TH BRIGADE

A makeshift position is assumed while plotting land navigation points during a challenge sponsored by the 78th Division.

One of their main tasks for the current mobilization has been performing what is called "collective training." This involves running an entire unit through a 72- to 96-hour field exercise. Referred to as a "mission readiness exercise" (MRE), it represents the culmination of pre-deployment training. Before being validated for deployment, each unit must successfully complete the MRE by performing its mission to standard in a realistic wartime environment.

Currently, the 78th is conducting operations at U.S. Army Mobilization Stations at Fort Dix, New Jersey; Fort Drum, New York; Fort Bragg, North Carolina; Fort Meade, Maryland; Fort Eustis, Virginia; Fort Lee, Virginia; and the Aberdeen Providing Grounds in Maryland.

PHOTO: SGT. FELICITY REID, 78TH DIVISION

Sgt. 1st Class Erik Talken, Mobilization Assistance Team trainer, 2nd Brigade, Fort Drum, N.Y., gives a refresher lesson to Soldiers qualifying on the MK19, a 40mm machine gun at Fort Dix, N.J.

At each of these installations, the 78th runs Mobilization Assistance Team operations (MAT-OPS). These MAT-OPS track each unit's progress throughout the mobilization process.

When a unit is alerted for mobilization, MAT-OPS assigns a Unit Assistor (UA) to that unit. The UA is responsible for getting the entire unit through the mobilization process — from the day the alert order is issued to the departure of the unit at the port of debarkation. The UA completely monitors the unit's readiness, Soldier by Soldier, ensuring that every Soldier receives all of his or her prescribed inoculations, equipment and training. Together, the UAs and OC-Ts make sure that no Soldier or unit gets onto an aircraft without having the proper training and equipment necessary to be successful on the battlefield.

Aside from mobilization, the 78th also prepares units for missions like Kosovo and Bosnia, and trains Soldiers for the protection of key United States facilities, such as Guantanamo Bay, Cuba.

Additionally, the 78th conducts Training Assessment Module Evaluations year-round to help commanders gauge their units' readiness. Considering the current level of military activity around the world, the 78th has proven itself an important player in today's Army, as well as the Army of the future. AR

Soldiers of the 115th MP company rehearse riot control measures at Fort Drum, N.Y.

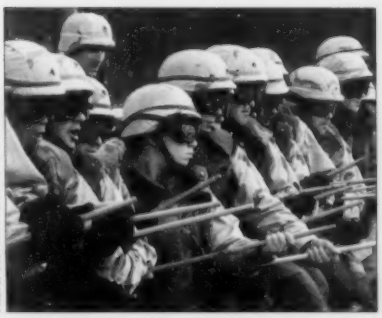


PHOTO: COL. RICHARD FINK, 78TH DIVISION

THE MIRACLE AT REMAGEN

PHOTO: UNKNOWN

Crossing Remagen Bridge from tunnel.

During World War II, the 78th Division's 1st Battalion, 310th Infantry Regiment earned the Presidential Unit Citation for its role in the capture of the Ludendorff Bridge in Remagen, Germany.

The 1st of the 310th Infantry, attached at the time to the 9th Armored Division, participated in the surprise attack that captured the bridge on March 7th, 1945, following two unsuccessful attempts by the Wehrmacht to destroy it.

By capturing the bridge, the U.S. Army was able to cross the Rhine in its final push against the Third Reich. This conquest has come to be recorded in the history books as the "Miracle at Remagen."

General Dwight D. Eisenhower has been quoted as saying the bridge was "worth its weight in gold," while Prime Minister Winston Churchill spoke of a "lucky break." All historians agree that the capture of the bridge at Remagen helped to shorten the war.

People in focus

A MAN FOR ALL SEASONS

After spending the holidays in Kuwait in 2002, Brig. Gen. Jack Stultz was looking forward to a relaxed holiday season at home in 2003 with his family, which now includes a new granddaughter. The forward commander of the 143rd Transportation Command, an Army Reserve unit from Orlando, Florida, was slated to end his deployment in October to return to his family and to his civilian life in sales and distribution with Procter and Gamble.

However, his plans took a detour when Lt. Gen. David D. McKiernan, commanding general for the Combined Forces Land Component Command (CFLCC), asked him to remain in theater and accept even greater responsibility as director of distribution and movements for the area of operation stretching from Afghanistan through Iraq and Kuwait and down to the Horn of Africa. The decision was not an easy one for Stultz.

"Ultimately, I realized it was my duty to the Soldiers who are out there depending on us to make sure they are getting what they need that led me to take on this new challenge."

"When Gen. McKiernan sat me down and said he really needed me to stay, and asked if he could count on me, I went through a range of emotions," said Stultz. "First, I thought about my family and what I was missing by being away from them. Then I thought about my civilian job."

"At the same time, however, I thought, 'We're still at war.' Ultimately, I realized it was my duty to the Soldiers who are out there depending on us to make sure they are getting what they need that led me take on this new challenge," added Stultz, who played linebacker in college and graduated with a degree in history.

McKiernan tasked the Dillon, South Carolina, native with responsibility for getting cargo, troops and equipment shipped into and out of the theater because the sustainment and rotation of forces depends heavily upon the Army's ability to successfully manage the complex logistics occasioned by a theater of war.

"Brig. Gen. Stultz's leadership and operational experience over the past year in Operation Iraqi Freedom, orchestrating CFLCC surface movements and intra-theater distribution, made him a natural choice to be our Director of Distribution," said McKiernan.

According to Stultz, there are a lot of parallels between what he is doing overseas and what he does in his civilian job with Procter and Gamble.

"The key is to be as efficient as possible. What is the fastest way we can distribute our products from the plant to the store shelf to the customer?" said Stultz. "We do the same thing in the military. What we're doing now is to see how we can deliver supplies and cargo from the depots in the United States all the way to the foxhole as quickly as possible, and where we can bypass stops in the system."

The main difference, however, is that, while stores awaiting delivery do not move, Soldiers on the battlefield constantly are changing locations, which complicates the mission considerably. It also prevents use of the civilian strategy known as "just in time delivery," where the product arrives at the store just prior to the customer needing it.

PHOTO: BRIG. GEN. JACK STULTZ

Brig. Gen. Jack Stultz, forward commander of the 143rd Transportation Command, an Army Reserve unit from Orlando, Fla., in the cockpit of a C-130 during Operation Iraqi Freedom.

"You never would want to risk a Soldier's life because of just in time delivery," added Stultz. "In a civilian world, if a case of toilet paper doesn't get to a store, you might have an upset customer. However, there are other choices he can make."

"If we don't get the bullets to a Soldier in the foxhole, he doesn't have an alternative. And we just can't take that risk. So, it's not just in time delivery. The military has to have just enough at the right time," he added.

Stultz has first-hand experience in the complexity of distribution and the need to get supplies to the frontlines because he was there.

"We crossed into Iraq on the second day of the ground war, and moved forward to Tallil Airbase near An Nasiriyah, establishing the first operating air base logistics base in Iraq during the war," said Stultz referring to an area where some of the war's fiercest fighting took place.

"We immediately began flying C-130 aircraft, A-10 attack aircraft, and conducting special operations out of Tallil in support of the 3rd Infantry Division and 1st MEF (Marine Expeditionary Force)," he added.

From Tallil, Stultz and his small group of Soldiers moved forward to Baghdad, where they established the first rail

operations. The experience, which Stultz calls his most memorable of the war, has led him to believe joint operations are the way military operations must be done in the future.

"We're going to be working, as we did in the war, where we had Fifth Corp. and 1st MEF working hand-in-hand as the fighting force up there, and we were supporting both forces simultaneously," said Stultz. "We've got to figure out how we get a common system going to support all joint forces simultaneously, so we can determine the most efficient way of getting our troops what they need."

It is this commitment to getting Soldiers what they need that has kept Stultz overseas.

"When I was weighing my decision, the thing that stuck in my mind was the heroic efforts I saw from the young transporters, young infantrymen, young Marines, young medics, and others on the battlefield. A bunch of young Americans that, regardless of the danger and threat, were doing everything it took to do their jobs and make everyone successful," said Stultz.

"In the end, I had to admit that I'm more valuable here on the ground right now than I think I would be at home, even though I miss my family terribly," added Stultz. "My wife, the real hero through this whole thing, isn't happy about my staying. However, she said, 'I know you wouldn't do it if they didn't need you and you didn't think you needed to be there.'"

HELPING MAKE A DIFFERENCE

He's opened the canals that supply water to farmers across southern Baghdad, provided a medical clinic to an isolated community, and given new schoolbooks to young Iraqi children. Perhaps more importantly, however, he's giving his Soldiers the chance to make a difference for the Iraqi people. He is Col. John Huntley, and he is commander of the 414th Civil Affairs Battalion, an Army Reserve unit from Utica, New York.

A 21-year Army veteran and a New York state veterinarian, Huntley says that Iraq probably is the best place in the world today to make a difference. And he credits his small unit of 17 Soldiers with helping make that difference.

According to Huntley, civil affairs Soldiers in Iraq, whose primary focus is on restoring civil administration, provide the critical bridge between civil and military operations.

"Our role is to try to restore and rebuild in Iraq everything one would associate with the normal function of a municipal government," said Huntley. "These are the structures that will carry the Iraqis into the future, creating a new country capable of interacting with the international community."

Huntley also views education as one of the biggest contributions his Soldiers are making to the Iraqi people.

"It gives you a fresh perspective on life, and is one of the few things that keeps you engaged on a daily basis," added Huntley discussing educating the Iraqi people. "As you get older, it allows you to keep learning, and that keeps you from getting stale. Every day becomes an adventure as you learn something new."

According to Huntley, restoring schools also helps demonstrate to the Iraqi people the goal of the coalition forces to improve the quality of life for all Iraqis. However, Huntley realizes that change won't happen overnight.

"The American people need to realize that we are not here for the short-term. It's a long-term effort," said Huntley. "The successes teams like mine are demonstrating today will generate popular support tomorrow. And, ultimately, it is that popular support that will lead to an end to these hostilities."

Huntley says his Soldiers are the driving force behind his success as a battalion commander.

"I couldn't do it without my Soldiers," added Huntley. "It amazes me what they have been able to accomplish in such a short period of time. Everyone has really stepped up to the plate, giving their all to make these projects successful.

"If you talk to any one of them, you will find that they enjoy working with the people here. And they are proud of what they have done. I think this is definitely something they will be proud of for the rest of their lives." AR

Col. John Huntley, commander of the 414th Civil Affairs Battalion, an Army Reserve unit from Utica, N.Y., and Sheik Saad Abid Kadahiu rotate the floodgate handle releasing water into the agricultural communities southwest of Baghdad.

PHOTO: SGT. MARK BELL, 372 MPAD

Global News

ARMY RESERVE SOLDIERS TRAIN AFGHAN NATIONAL ARMY

Recently, more than thirty Soldiers with the 75th Division (Training Support), an Active component/Reserve component training support division headquartered in Houston, Texas, volunteered to deploy to Afghanistan for an initial six-month deployment to train the Afghan National Army (ANA) in support of Operation Enduring Freedom.

Usually, members of the 75th serve as Observer Controllers/Trainers who train and mobilize Army Reserve and National Guard Soldiers in the Southwestern and Midwestern parts of the United States. However, because of the current strains imposed upon the active Army by the continuing hostilities in Iraq, members of the 75th were asked to deploy to Afghanistan to provide their support.

"Upon their arrival, members of the 75th were separated into jobs that best fit their specialties, including finance, light infantry, and installation operations."

Still a dangerous place even two years after the fall of the Taliban and the escape of Osama bin Laden, Afghanistan remains plagued by attacks against coalition Soldiers and Afghan civilians. For most of the 75th's Soldiers, this would be their first overseas deployment in a combat zone.

Upon their arrival, members of the 75th were separated into jobs that best fit their specialties, including finance, light infantry, and installation operations. "When we first arrived here, we helped the 10th Mountain set up finance operations at Camp Phoenix," said Maj. Isaac Johnson, who was placed in charge of the finance section that paid the U.S. Soldiers, the ANA, and the coalition forces.

According to him, he and Staff Sgt. Karmen San Nicolas made it more convenient for the Soldiers by enabling them to receive their pay at Camp Phoenix rather than Kabul or Bagram, both of which were more than an hour's drive away.

Maj. Tim Snyder, a member of the Division's 2nd Brigade, was the Senior Team Combat advisor for the 3rd Brigade Training Team (BTT). He explained that his BTT received several hundred ANA soldiers who had graduated from the Kabul Military Training Center, the equivalent of the U.S. Army's basic training.

"We trained them in advanced infantry tactics, and how to function as a battalion to perform combat and stabilization operations," said Snyder.

At home, Snyder was in a unique position because, as an Observer/Controller with the 75th, he trained U.S. Soldiers in what to do in combat. However, he never accompanied them into combat. As a combat advisor for the ANA, he trained the Afghan military in combat situations, as well as went along with them on combat missions. Typical missions included cache raids, road checkpoints, and patrols.

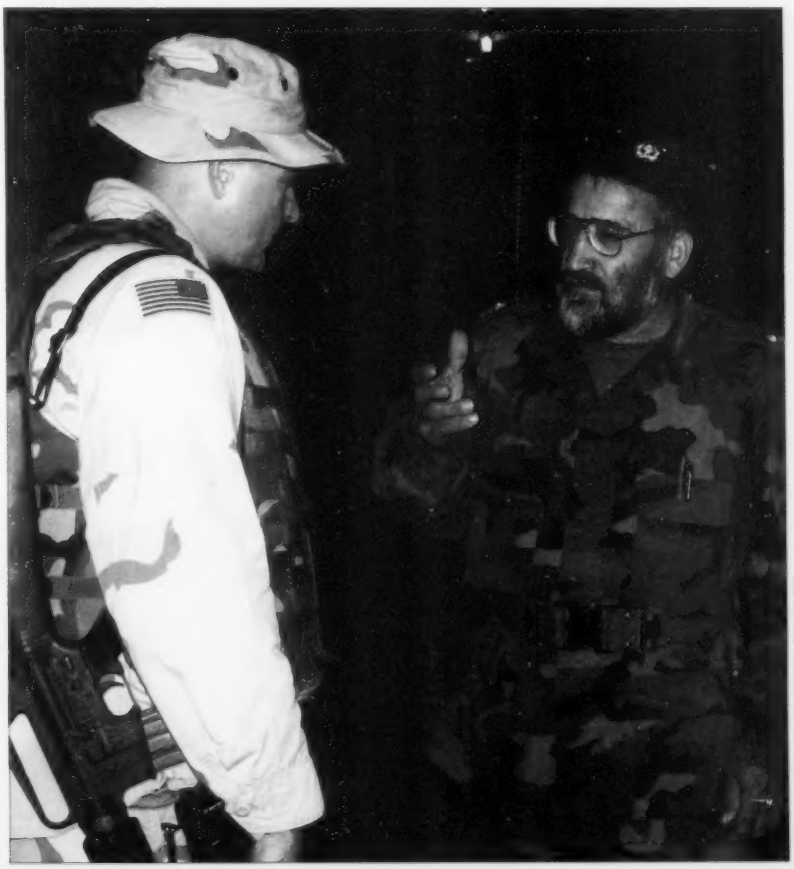
Capt. Craig Hickerson volunteered to deploy to Afghanistan because, "I wanted to do my part for the war against terrorism. I wanted to make sure the people of Afghanistan were safe and not mistreated."

Hickerson was assigned to a firebase with Afghani and U.S. Special Forces Soldiers. His job was to train the Afghani soldiers on light infantry tactics and patrolling so that they would be better prepared to fight the Taliban and Al Qaeda. For his actions in Afghanistan, Hickerson was awarded the Combat Infantryman Badge and the Bronze Star.

Capt. David Poland also felt a responsibility to do something more for the war against terrorism. In Afghanistan, he served as a mentor to an Afghan Rifle Company Commander, helping him learn organizational skills by teaching accountability procedures, training planning, and combat preparation. All of the members of the 75th said their experiences in Afghanistan would make them better Observers/Controllers when training or mobilizing U.S. Soldiers in the future.

"Being an Observer/Controller in a combat zone gives me better credibility when training an Army Reserve unit on such mission essential task lists as convey operations," said Poland. "Now, when Soldiers question me on how I know what I know, I can tell them this was how it was done in combat in Afghanistan."

Capt. David Poland (center) and Capt. Craig Hickerson (far right) present goods to Afghan orphans.



PHOTOS THIS PAGE: MAJ. WAYNE MAROTTO, 75TH DIV PAO

[Right] Maj. Tim Snyder speaks to a soldier of the Afghan National Army.

[Bottom] Capt. Craig Hickerson with Afghan orphans. Hickerson, laden with goods collected by his church back in the States, regularly visited orphanges during his deployment to Afghan.

GUN-TRUCK ALLEY PROVIDES CONVOY SECURITY TRAINING

During a two-day training session conducted in the mountains of central Pennsylvania, members of the 630th Transportation Company and the 1004th Quartermaster Company, two 99th Regional Readiness Command units recently mobilized in support of Operation Iraqi Freedom, learned some colorful truths regarding convey security. Called "Gun-Truck Alley" and designed by Soldiers attached to the Command's Operations and Intelligence Section, the exercise was aimed at teaching the participants, whose activities overseas most likely will include convoy operations, how to respond more effectively to potential ambush situations.

For the exercise, more than 200 Soldiers and 50 tractor trailers and HUMVEEs from both units were transported to the site to give the training more realism and to help emphasize training concepts. In addition, each Soldier was issued a functioning paintball weapon and enough ammo to either defend or attack a multi-vehicle military convoy.

Under the direction of Sgt. Maj. Robert Metz, the non-commissioned officer in charge of the training, the units broke into teams. And, as Metz outlined and demonstrated techniques for combat assault team ambushes and convoy dismounted defensive tactics, each Soldier was given the opportunity to serve both as the attacker and the intended victim.

"People get excited and panic. And then, BANG! Do you know what that's called? That's called collateral damage, and it's unacceptable. Do you understand?" Metz yelled at the trainees, who stared out from the hard plastic safety protection of their paintball shields.

The actual site of "Gun-Truck Alley" was an abandoned stretch of the old Pennsylvania Turnpike — perfect for conducting the logistical training since part of the exercise covered vehicle operations, as well as over-the-road driving, both of which are extremely difficult to replicate in a classroom situation.

As the first convoy prepared to move through its initial line of departure, OPFOR (opposing forces) were pre-positioned along the route to provide special challenges for the Soldiers getting ready to enter "Gun-Truck Alley."

"In this scenario, we had standard 'daisy-chain' with four charges and a partial roadblock to channel the convoy into a kill zone for maximum effectiveness," said Master Sgt. David Leister, one of the trainers. "We also had an RPG (rocket-propelled grenade) and both high and low positioned fire teams."

PHOTOS THIS SPREAD, JACK GORDON, CHIEF OF INFORMATION, PUBLIC AFFAIRS, HQ, 99TH RRC

According to Leister, other realistic scenarios simulated for the Soldiers include IEDs (improvised explosive device), as well as other command or electrically charged detonated mines and smoke. With each convoy, the OPFOR varied its ambush location and approach to better hone Soldiers' reconnaissance skills throughout the route.

Lt. Col. Charles O'Neill, Senior Intelligence Officer, Operations and Intelligence Section, created the scenarios from up-to-date intelligence data gathered from reports detailing actual ambushes in Iraq. The team also designed scenarios based upon AARs (after-action reviews) and lessons learned from the 99th and 220th Military Policy Brigade (still serving in Iraq), as well as from III Corps.

"Do you know what that's called? That's called collateral damage, and it's unacceptable."

In addition, three of the trainers, Maj. Jodie Snider, Sgt. 1st Class Brian Borowski and Sgt. 1st Class Christopher Uphold all recently returned from duty in Iraq, bringing first-hand experience to the exercise.

"The paintball allows you to actually see what's happening — in living color," said Spc. Joshua Speights, 1004th Quartermaster Company, Greensburg, Pennsylvania. "Getting hit is actually getting hit. It's definitely an eye-opener. I'm embarrassed to admit that I was hit twice."

After each convoy arrived at the end point, several AARs were conducted — one by each of the convoy and ambush cells and then collectively with input from everyone, including the trainers.

Then it was off to another scenario with "veterans" from each side now serving in opposing capacities. With each consecutive exercise, the bar was raised and the vehicles became more liberally sprinkled with shades of yellow and pink indicating successful strikes.

"You can see what kind of hits you're taking on your vehicles, right?" Maj. Jodie Snider asked a group who had just completed the course. "Right now, it's paint. But you guys are headed to Baghdad, and there it will be lead. This should be a wake-up call for those of you who don't have your heads in the game yet."

"If your forward progress is not arrested — if you are not halted — never stop to look at anything," interjected Metz.

"When you stop, the vehicle behind you stops. Then the one behind it stops. Do you understand? You're like fish in a barrel. And what do we do to fish in a barrel?"

"SHOOT THEM!" responded a chorus of Soldiers.

During the exercise, Soldiers also were taught the importance of communications throughout a convoy. This was particularly critical since many enemy strategies involve cutting off the rear end of a convoy, and killing trailing vehicle drivers and occupants using hit-and-run tactics.

Other lessons learned included the importance of establishing rally points, maintaining proper vehicle intervals during movement, avoiding vehicle channeling and entrapment, responding to contact, planning for and conducting medical evacuation, calling for fire support, and establishing defensive vehicle patterns if an extended ambush occurs.

According to Pfc. Antoinette Jones, "Gun-Truck Alley" also showed Soldiers how to rely on their instincts.

"You learn to walk the walk. To keep your eyes and ears open at all times. And to be ready," she said. AR

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF, ARMY RESERVE
2400 ARMY PENTAGON
WASHINGTON, DC 20310-2400

Message from the Chief, Army Reserve

I am writing to you all today because I have been receiving numerous emails and letters from spouses and family members regarding the current mobilization policies and their effect on our Soldiers and their families. I have been doing my best to answer every one of those communications in a timely fashion. The information I have been including in those responses really applies to every Soldier and family member, so I will share it with you all.

Our Soldiers have been mobilized under a provision in law known as Partial Mobilization Authority. That authority allows the President to mobilize up to one million members of the Ready Reserve for up to two years. The two years may be served in increments or as a single two-year period.

Shortly after the September 11, 2001 attacks, the Department of Defense implemented a policy that mobilization would not exceed one year. Initially, this was sufficient to support operations underway in Afghanistan, the Philippines and the Horn of Africa as the total number of Soldiers required was relatively low. As we prepared for operations in Iraq, this same policy of restricting mobilization for a one-year period was retained. I personally argued for a change to lengthen it to not less than 18 months to better meet the demands of the Army and the Nation. Nevertheless, the one-year policy was retained and, with it, expectations by Soldiers and their families that they would spend less than a year in Afghanistan, Kuwait and Iraq.

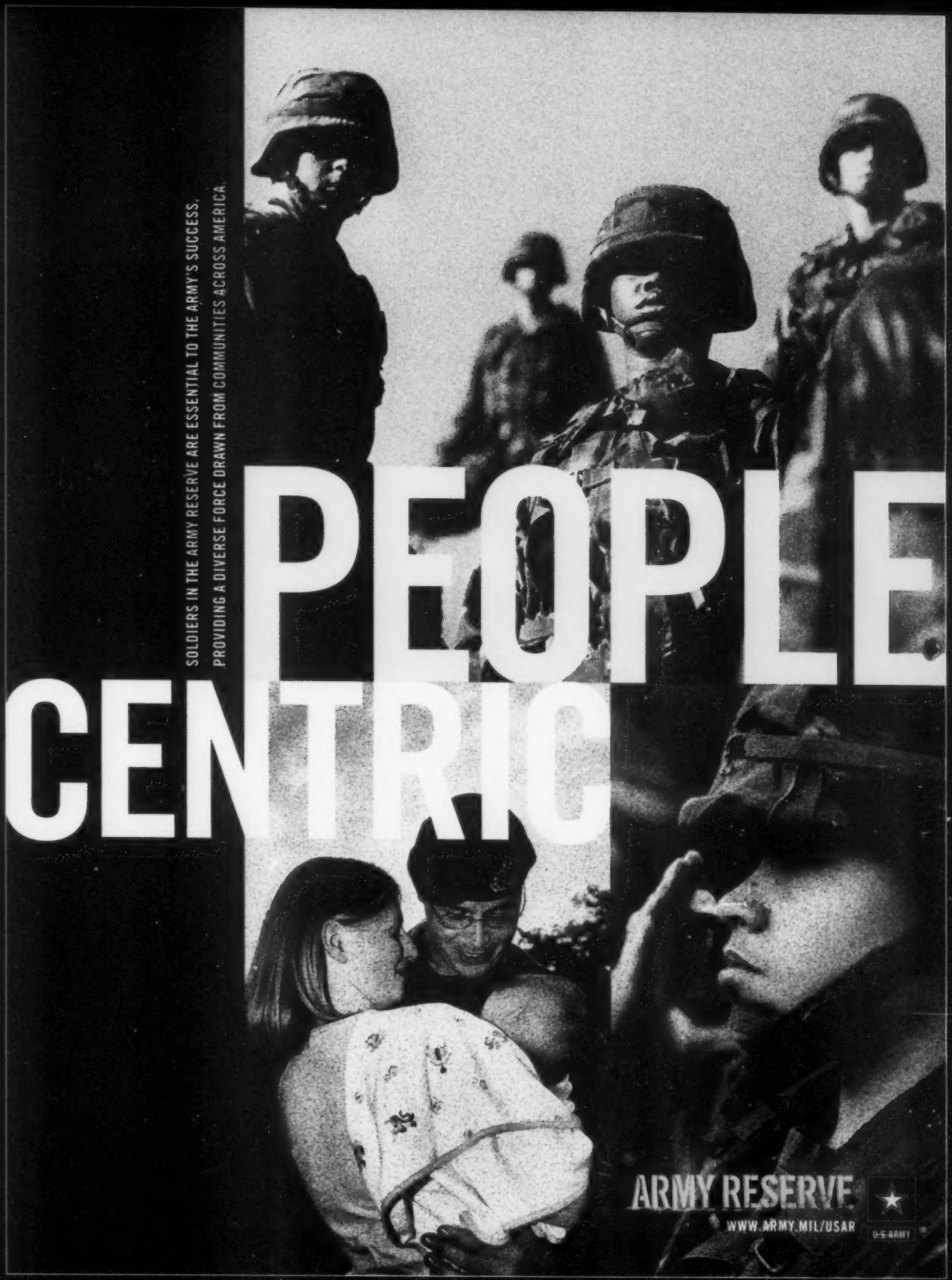
Now, it is commonly understood that our military successes in Iraq, while impressive, were not an accurate sign of force size or the length of time required to establish a functional government and society. Thus, the Army had to establish a policy of leaving forces on the ground longer for continuity of mission. What evolved was a one-year "boots on the ground" policy, which means serving 12 months in Afghanistan, Kuwait and Iraq, not 12 months total mobilization time. To complete pre-mobilization and post-mobilization tasks, Soldiers must be prepared for up to 18 months of total mobilization.

I am very conscious of the effects of mobilization on our Soldiers. We are working hard to restructure our force and to revise the procedures by which we use the force to provide greater predictability of mobilization. Our goal is not to mobilize a unit longer than 12–15 months within a five- to six-year window.

Further, we are working hard to keep the unit and Soldier, whenever mobilized, on active duty only for the length of time absolutely required. We now manage by individual Soldier, as well as unit, to ensure that we do not inadvertently extend or remobilize a Soldier when another Soldier is available who has not been mobilized.

We are an Army at war for a Nation at war. As Soldiers, we and our families sacrifice. I am committed to reducing and lessening that sacrifice as much as practical consistent with mission requirements. The Congress and our superiors also are very conscious of the sacrifices of our Reserve members and their families and have enacted numerous additional entitlements and benefits designed to lessen the hardships of mobilization and to recognize the sacrifices. However, there will remain sacrifice by all of us who serve and by our families. That is the nature of life in general and of life as a Soldier especially.

Lt. Gen. James R. Helmly
Chief, Army Reserve
Commanding General, U.S. Army Reserve Command



The Army Reserve Poster Series was developed to reinforce internal Army Reserve strategic themes through visually-oriented communications. This poster is the second in a series of three. The themes are War Fighting Readiness, People Centric and Transformation.

IN THE NEXT ISSUE

GLOBAL WAR ON TERRORISM CONTINUES

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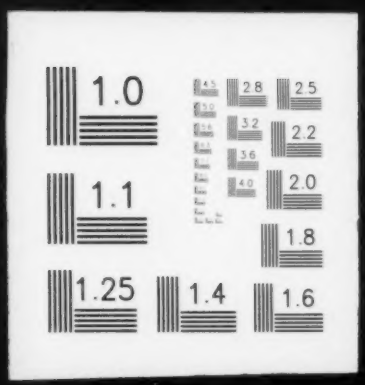
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